


'48



Digitized by the Internet Archive
in 2011

<http://www.archive.org/details/journalno24wels>



Standard Blank Book

No. 38

Journals Double \$ and Cts. no Units

S. E. Ledgers “ “ “

D. E. Ledgers Full Page Form “

Records with Margin Line

In 150, 200 and 300 Pages

Made in U. S. A.

TO REORDER THIS BOOK, SPECIFY
NUMBER, RULING AND THICKNESS
AS INDICATED ON BACKBONE OF BOOK

A BOORUM & PEASE PRODUCT

1/1/48 THURSDAY:

What a day! It started off the year with a day of sleets. I didn't get up until 9:00. Mary finally got up & we had some bk. about 10:30. After bk. I set up my light - took color slides of Babe & Mary Lou with their Christmas Presents - also pictures of their new Doll House - took some close-ups. Keer, Robert & Edward came over about 12:30, I got some pictures of them on the train platform. The boys had lunch with us about 1:30. Keer & I worked on the train platform all afternoon. Keer put in some more of the house light circuits. The roads really got bad this afternoon. We had invited the Edwards out to see the train set-up but thought they couldn't get up, however they came right thru the storm about 4:30. Wayne, Francis & their two youngest Wayne & Dorothy. Showed them the wire recorder - The children really had a big time with the train platform. I also showed some movie & some slides until about 7:30. It was almost 8:00 when the Edwards left - their car was covered with ice - Wayne had to cut it off the windshield with a knife. Mary hurried up some supper for us - the boys ate with us again. It was still sleeting so we had given up seeing the

Hoffer who had said they would be up - but
 just as we started eating they arrived with
 their two daughters Fancy & Janet. I sure
 think Dot & Henry wanted to come awfully
 bad to come out on an evening like this. I
 showed them the wire recorder & of course the
 train was the center attraction. About 9:00 Mr.
 & Mrs. De Venter (Connie & Annie) stopped over.
 I guess they missed their boys & were lonesome.
 We had a real nice party in the play room.
 Had a swell fire in the fire place & it
 sure was cozy. Showed the Hoffer some movies -
 however my 8 mm. projector went on the fritz
 so I had to give up after about 2 films. It
 wouldn't run far enough. The Hoffer left about
 10:15 - Connie & I then went to work on the
 projector. Had to take the motor out & sand
 down the commutator - it was quite a job - but
 it worked well when we got finished. Mary & Annie
 made some coffee & we had coffee & cookies. De Venter
 left about 11:45. What a night - still sleeting - it
 sure made you feel good to be in where it was warm
 & dry. Made one New's Resolution as usual - do more
 work & less writing. I always resolve to condense
 my diary more but find it difficult to do so.
 Am going to try again. To-bed 12:00.

1/2/48 FRIDAY:

I had stopped sleeting in the night & then snowed about 3 or 4 inches on top of the crust so it was really bad driving. - Got up at 7:00 - hurried around, had bk. & drove down to the plant about 8:10 - I had no chains on & just about made it out of the drive & then the roads were very bad too. I was surprised to see so many people here at the plant - at 8:10 there were still plenty of people just getting in - I imagine plenty of them had some trouble getting their cars out this morning. I sent out two color films for processing this morning - one 8 m.m. movie & one 35 m.m., both color. About 9:00 I drove the car over to John Smith's & had John put on my chains - I knew I couldn't get back home with out them. Called Ken this noon & had him shovel out the drive. I had lunch at the cafeteria this noon. Ralph Walker stayed over & had me witness his form or application for his G.I. Bonus. All veterans in N.Y. State get \$150.00 bonus for service in the States & \$250.00 for service over seas. Earl Dooly & Bill Richman stayed over to make final arrangements for the Proof Machine school for the group of 12 Poughkeepsie men whom we are

starting Monday Morning. I called Dwayne
 this afternoon & told him about my session
 with Linn on Manager Training - also asked
 him about coming up to talk to our Lion
 Club next Wed. He said he couldn't make
 it either the 7th. or 14th. He had just re-
 turned from New Orleans - said Clem & Linn
 sent him best regards to Mary & me. Stopped
 in to see Walt Crowley this afternoon & he
 told me the 'low-down' on the meeting which
 had been called for 4:00. - I spent some
 time to-day getting my desk cleaned out -
 it was pretty much a mess & I decided to
 start the new year right. Ray Jawin asked
 all the people in our office to come up to
 his house Saturday Night to go coasting with
 the Bob Sled - I had to tell Ray we couldn't
 make it as we are having the De Venter's over
 & plan to see some of their movies taken in
 Europe. At 4:00 we had a big meeting in
 room 202 & 203 - it was a combined meeting
 of the dept. manager, advisory committee & the Endicott
 sales office - announcing the campaign for the
 Honor Month to Mr. Phillips our new
 executive vice president. Similar meetings were
 held at all sales office & IBM plants

Throughout the World. Every one is to pledge
 to do a well rounded job thru the month of
 January for a well rounded IBMer. Mr. Phillips
 of Mr. Elwin conducted the meeting. Joe La Fite
 Eastern Sales Manager spoke - as did Ralph Simpson
 for the Customer Engineer - Walt Crosby represented
 W.H.Q. sales force - Joe Mickey pres. of the advisory
 board, Jimmie Johnston, John Barton, W.H. McDowell,
 & Bill Lewis finished up the program. Everyone
 had some nice things to say about Mr. Phillips.
 I really in a nice tribute to him. The meet-
 ing broke up about 5:10 - I took the 16 m.m.
 silent movie from the school home with me
 to-night. Left about 5:20 - had to get some
 groceries for Mary. Home about 5:45. Ken &
 Robert came over again this evening & helped
 me some more on the train platform. Ken
 did some more wiring up the home & I wired
 in the automatic control station. The boys didn't
 stay late as they wanted to get up early to go
 bowling to-morrow. They left about 10:45 - I
 read Life Magazine & the paper - Mary &
 I went to bed about 11:15.

1/3/48 SATURDAY:

Cloudy & warmer to-day - got up

About 8:30 - had a good night's sleep - had
 br. about 9:30 & at 10:00 I went down
 town Endicott shopping. Mary decided to stay
 home with the girls & clean house. She gave
 me a big list of groceries to get & about a
 dozen stops in all to make - so I had a
 busy time - had chains on the car & I was
 glad I did for the roads were pretty bad &
 the streets down town were bad too. They still
 didn't have the snow cleared along main street -
 had the snow removal equipment out working
 on it. I sure rushed around to get back by
 12:00 - just made it. Helped Mary get
 lunch - bided her about taking so long
 to do her shopping - tried to set her a good
 example by the number of things I got in
 the two hours I was out this morning. Helped
 with the dishes after lunch so Mary could go on
 & finish her cookies she was baking. I just in
 some time on the train platform - we ex-
 pected the Starbuck to stop in this after-
 noon but they didn't. About 5:00 Keen &
 Robert came over - they helped me some on
 the train platform - they had some supper
 with me about 5:30. After supper Keen &
 I went back to work on the train platform.

Kees finally got finished with the wiring of the house. I cleaned the platform all up so it would be ready to take some pictures of it to-night. About 6:30 the rest of the De Vente family arrived - Charles had his girl friend, Joan Barnes, with him. We got all set up in the play room & Connie used the Bell & Howell 16 mm. projector that I brought home from the office to show his European Movie. He has some very nice pictures. We took time out about 9:00 for some refreshments. Wray's men came about 7:30 this evening to install the same in the corner of our hot air furnace. I had Wray call Mr. Wraylor again Fri. so I guess it did some good. We took him a little over an hour to install it. Mrs. De Vente had brought the sandwiches & cookies for the refreshments - Wray had coffee & chocolate milk for the children. I set up my light & took some black & white pictures of the group eating - after eating I got my wire recorder out & had Robert set an answer to record everyone - got some pictures of the group. Had some trouble with the wire recorder - I think Robert pulled the wire cord partly out of the socket. We had a real evening of movies - Connie brought a

can look of them & am interested upon seeing
 all of them. Mary got Bob & Mary Lou
 to bed about 11:15 - had two more films,
 430', to show - it was about 12:30 when
 we finally saw them all & the DeVenters
 left. They were interesting pictures - showed
 the DeVenters in Switzerland & Holland - it
 struck her since they lived - it was very
 same different than they live in America.
 They really lived almost like Millionaires in Europe.
 I'm convinced after seeing the movie that Louis
 made a lot more money in Europe than what
 he is making here. The kids were dumb as well
 in all the pictures & little Robert was bored
 out. He was good of himself & kept calling out
 attention that it was he who he was on the
 screen. And Mrs. DeVenter just kept saying
 what the kids & getting on in the room until we
 got out of hand to take. I do wish she would
 learn more English - Poor little Edward
 had a bad evening - he drank too much
 chocolate milk & was sick - had to stay up-
 stain in the toilet after we ate as he felt
 sick at his stomach all the time. It was
 about 1:00 when Mary & I finally got to
 bed.

1/4/48 SUNDAY:

Cloudy & stormy to-day. Got up at 8:00 - helped Mary with Lk. so we could all get off for Sunday school at 9:30. We all stayed for church as it was Communion Sunday. Rev. Parker made a plea that everyone strive to have perfect church attendance for the next few months. I'm afraid Mary & I won't be able to do this good - but we've started the year off right by going to church the first Sunday in the new year. Stopped at the hobby shop after church & got home about 1:00 - I helped Mary get dinner & after dinner I washed the dishes as we were expecting folks out to see the train this afternoon & we wanted the house all cleaned up. Alice Karsai called & said she & Steve would be out - but then she called back later to tell us they couldn't make it as they had gotten company. The Starbuck's arrived about 4:00 Perry, Emma, Dawn & Gary. I got a kick out of seeing Gary stare & stare the train using the microphone - he sure was thrilled. Gary also liked to play pin ball - Just as the Starbuck's were leaving about 6:00 - Gale & Albert Davis arrived - Gale had told me they planned to stop out to see me & to see the train platform. It was the first time Gale &

Albert had visited us - Gale was interested in the train platform. Had a nice visit with them. Our neighbors called, the Franklins, and asked to bring their children over to see our train set up. Gale & Allerta stayed until the Franklins arrived about 8:00 - Mary & I didn't get a chance to get supper. Little Dannie & Kathleen Franklin sure enjoyed the train platform & the pin ball game - also the children's doll house. Mary had to go ahead with some supper for Babe & Mary Lou - I insisted she get Babe & Mary Lou to bed on time to-night as they start school to-morrow. The Franklins stayed until about 9:00 - They had walked over. Mary gave Babe a sun lamp treatment before she went to bed. I read the news paper - did some work on a model railway express truck which I am painting. Ken had built it for me. To bed 11:15.

1/5/48 MONDAY:

A dull cold day - got up about 7:10 - shaved and at about 8:10 Mary drove me down to the place - Took Babe & Mary Lou to school. He still had chains on the car. At 9:00 we had our first school morning for

The new year - a Customer Administrative Class &
 two Customer Engineering Classes. One of the latter was
 the group of 10 men who are here from Poughkeepsie
 leaving the whole Prof Machine & for a time I had
 arranged with Van Borden to have them given a
 two week course on the Prof Machine. Bill Duman
 acted as chairman of the opening & Walter Haines spoke
 to the group. After the opening Walter Williams took
 over the Pk. group to start their course on the
 Prof Machine. I spoke briefly to the group & urged
 them to apply themselves to their studies in the
 course & said a few words on behalf of Walter.
 At 11:30 I had lunch at the cafeteria & then I
 walked down town with Wilbur Remon - got some
 things at the hardware store. Dave Sanford
 called this afternoon to tell me he had arranged
 for an meeting with Billy this coming Fri. Then
 in to be there from W.H.P. Billy wants me to all
 meet with the school principals of the Poughkeepsie
 Area so Dave has arranged for a luncheon at 12:00
 on Fri. It sure sounds good. I contacted Bruce
 Buckler about going to Pk. - I want him to pre-
 sent some of his material to Billy & the other
 top management at Plant #2. I'm glad that
 in planning to be on hand at an meeting. I
 called Duman at W.H.P. & had a talk with him.

I was late again with the monthly re-
 port. Mary picked me up about 5:30 - she
 had been over to Johnson City with Bob &
 May for their music lesson. Had the
 class on the car so she couldn't drive fast.
 I had planned to go to the Girl Scout
 Committee meeting at 6:30 so after we got
 home Mary decided to take Bob & May for
 our first dinner. About 6:30 she drove me
 down to the E.T. Club House for the Girl
 Scout Meeting & she and the girls drove on
 to the Endwell Farm for dinner. As usual
 we had a very good dinner at the Girl
 Scout Meeting - however the meeting dragged
 as usual. We had the election of officers for
 another year & as a result of the failure of
 Mrs. Lodge to function as chairman of the
 nominating committee the old officers were re-
 elected so Mrs. Henry White is President of
 the Committee on Chairman for another year. We
 also voted on our members - I suggested Dr. &
 Mrs. Gladenberg - they were elected & I now
 have the job of contacting them. I got a nice
 home with Wayne & Francis Edwards. Mrs.
 Lodge was here with them - The Edwards
 had left their children in the Lodge's -

Wayne drove Francis & the children home & then brought me home. May was asleep on the couch. We have about 10:30. Did some painting on the wood - wrote the note & to bed 11:30.

11/6/48 TUESDAY:

A dull, cold stormy day - got up at 7:15, drove Babe & May Lou to school about 8:10 on my way to the office - also stopped to see Dr. Glendenning in Endwell & asked him about joining our Girl Scout Committee - found he was already serving on the Boy Scout Committee & therefore could not give the time to do both. Got to the office about 8:30 - left my nine recorder I had taken down to have Carl Snyder check the tubes & then drove the car back to the Buick place for a motor tune up - it was shipping a lot.

Spent most of the morning working on a new outline for our manager training program. At 11:30 I walked down to the Buick place - got my car & drove home for lunch with May. She drove me back about 1:15 so she could have the car to go to the Country Club to look. Eleanor John called this afternoon - Dr. Peterson wasn't in his office to-day - I understand Edna had her operation to-day & Drayce was at the

hospital. Eleanor gave me a message from
 Dwayne regarding our managers training program.
 He had seen Phillips again & he is definite
 in his feeling that we shouldn't have all the
 executives up to speak to our manager - only
 Mr. Watson - I suppose that means changing our
 manager training program all around again. I
 tried to call Bill Lewis about it but he wasn't
 in. Mr. Phillips wants to discuss the matter
 with Lewis & Olson the next time Bill is at
 W.H.Q. Called Steve Kasai & arranged for he &
 Allie to come out this evening to see the train.
 Called Drew Daly & told him I would be at
 W.H.Q. on Thursday. Mary stopped by for me at
 5:10 - came home - hurried around with
 supper - The Kasais came about 7:00 - Steve,
 Allie & their two children Joyce & little Dale - 4mo.
 He sure is a cute little fellow. About 7:30 Wilbur
 Renner & his wife arrived - they came up in a taxi.
 We had a real session in the playroom with the
 train - both Steve & Wilbur were much interested in
 it. The Kasais left about 9:00 - Wilbur & Rosie
 stayed & we tried out their F.M. Pilot Tune that
 Wilbur had brought out into him. The plugs right
 into my set - however we couldn't get any music
 to give the thing a real test. Wilbur also had

The signal on the RCA pickup in which they had just gotten a new needle. We tried in vain to catch it & it was such a silence. We convinced we had to get a new needle. - Mary & I were surprised to learn that Ned & Alice had sold their new car home on Road 7yr. - It is too small for them & they had a chance to make some money on it. About 10:15 Mary & I drove Wilbur & Rosie home - we stopped in to see their train set-up & Wilbur put the F.M. Pilotone back on their R.C.A. Radio. Couldn't get any good music to give it a good test. I was disappointed in Wilbur's train - he has two but they are the very light O-27 equipment - They really look cheap beside the O gauge stuff. We only stayed about a half hour - came home at 11:00. I'd best make some more this evening. To-bed 11:45.

1/7/48 WEDNESDAY:

A stormy day - snowed some more - got up at 7:30 - hurried around & drove Bob & Mary Lou to school on my way to the office at 8:15. Called Dave Sanford at Ph. & made first arrangements with him for Fri. at Plant #2. Called Bill Lewis & told him about the message I got yesterday from Alvin regarding Phillip's idea

on our manager training program. Bill plans to see Philip to-morrow or next week at W.H.Q. He agreed that it would mean starting the program later than the 19th. of this month. I tried to see Cy W. Elwood about the program but he was tied up all morning. At 11:30 I drove home - had lunch with Mary - then about 12:30 I drove on over to Binghamton - I still have the chains on the car - it wasn't too bad driving with them on for I kept on the back roads & most of them are covered with snow. Did some shopping - stopped in Federal Radio & saw one of the new Webster Speakers & Amplifier unit for the Webster wire recorder. It is a nice little unit listing for 49.⁰⁰ + - reduced price 33.⁵⁰. I don't want one that badly. Also stopped at Morris Distributing to get a new needle in the crystal unit for our R.C.A. phonograph unit but they wanted 3.⁹⁰ & the needle looked OK so I decided not to get it. Did some other shopping. Stopped in Russ' & called my office to give Don some instruction - transferred call to Bachelor & talked with him about our meeting at Pk. on Fri. Also transferred to Van Gorden - At Van had been trying to get me to tell me that Geo. Metz & Horace Bailor were up here from

W.H.Q. To-day I had had dinner with them. The matter of letting me had a man from the field to help prepare the Electricity Extension Course. Van and I looked together & suggested I talk with Wm Little since he had gotten a number of men from the field. I drove on over to the Arlington Hotel about 2:30 for the Board Member's Institute being conducted by the Jr. League for the Boone County Council of Social Service - I guess I had been invited as a member of the Girl Scout Council. I was surprised to find there were only 5 men out of about 35 - the rest all women. I had some time to wait so I called Wm Little & discussed the matter of getting a man from him & he couldn't release a man unless the man could be replaced. The Board Member's Institute got under way about 3:15 - a young lady from West Virginia led the group in a discussion on the duties & responsibilities of a Board Member. She was a good discussion leader. Jack Little & Bob Sprance from Endicott were the only two men I knew in the group. Mary called me about 4:00 - I went out to the lobby to take the call - she called to tell me Barbara didn't have her Boone or Girl Scout Meeting & had the boys come on home - so I worked

have to pick her up in Endicott at 5:00.
 I was glad Mary called as it gave me a
 chance to break away from the meeting. I
 didn't go back. Drove on back to the office -
 with the chains on the car it took me some
 time - got in the office about 4:45. Signed
 my mail & got my things to - gether to leave
 for N.Y. to - morrow. Stayed at the office
 until 5:30 - then drove over town - did some
 shopping & about 6:00 I drove around to
 the Hotel for our Lion's Meeting. Ed Reedy
 was there early too so I talked with him
 for awhile. Geo. Metz came in & checked in
 the Hotel - he was at the plant to - day.
 Told Geo. I had hoped to see him at W.H.O.
 To - morrow. Our speaker for our Lion's meeting
 was a Mr. Fitzgerald of the Veterans' Adminis -
 tration Office here in Endicott & who is a
 member of the new Lion's Club in Vestal. He
 spoke to us on the new State Veterans' Bonus -
 gave us a lot of facts but he wasn't much of
 a speaker. Gilbert Seely was at the meeting &
 had his son Don with him. I had to stay
 after our regular meeting for a Board Meeting.
 We acted on the report of the joint committee
 regarding the service clubs ~~the~~ of Endicott &

Vestal going to get on the sponsorship of all our civic activities. The board turned down the idea. We are however in favor of going along with all clubs on at least one joint project each year & also in having a joint committee to function on the organizing of dates & types of functions to be sponsored by the various clubs. I left the Board Meeting about 8:30 - drove home - Mary had put Bob & Mary Lou to bed. About 9:00 Gilbert & Alice Seelye came out with their son Donald. He was all decked out in his Army Gen. Uniform. Gilbert had told me he was getting a divorce from his wife so she would not come with them & we didn't ask any questions about it. Gilbert & Don were both very much impressed with the train platform and especially Don. - He had bought an O gauge train in Germany & is having it sent home to Gilbert. He wants me to help him see it up when it arrives. Mary treated us on coffee & pie. The Seelyes left at 10:30 as I had to leave to get my train for N.Y.C. I hurried around & Mary drove me over to Binghamton - with chains on the car it took us a full half hour. I got right on the train about 11:10. Tried to write some of these notes - but gave up & turned in about 11:30.

1/8/48 THURSDAY:

A nice bright winter day in N.Y.C. The porter called me at 7:30. I was the last one off the pullman at Hoboken - had breakfast at the Luchowina Restaurant in Hoboken & then took a bus over to Times Square - then the Lincoln Tunnel. Saw evidence of the big snow storm they had in N.Y. There were still snow banks higher than a car in a few places ^{in N.Y.} However I was surprised to find practically all the snow gone in N.Y.C. They sure do a job of removing the snow on Manhattan. Took a taxi up to W.H.Q. & got to Dalg's office about 9:10. Drew & Stewart hadn't arrived yet - I called Brother Raymond at his office & had a nice chat. He told me a little about the trouble some of the folks had in the bad snow & ice storm - electrical power was off for as long as four days in some spots & that meant those with oil burners were without heat too. - Spent most of the morning with Dalg - Keith Martin stopped in from his office & I had a chat with him. I guess Keith is pretty much disgusted with things - His Science & Art Museum project has been cut back until now the plan calls for just a small building not nearly adequate. - Called Eleanor

John & learned that Dr. Owen would be here on
 this morning. Eleanor called back & told me he
 wanted to see me at 3:30. I had lunch with
 Doris in the cafeteria - saw the Gen. Education
 dining hall he had prepared. We ate with
 Charlie Daly & I had a chance to discuss some
 business with him. Also saw Red Donnell in the
 cafeteria. I was surprised to learn that Red now
 has 2 boys - one 3 yrs. & the other 3 mos. About
 12:45 I left to do some shopping - went down
 to the model shop on 5th. Ave. & 32nd St. Also
 stopped at my favorite gift shop on 43rd St. Got
 back to the office about 2:30. Mr. Blaisdell stopped
 in to see Doris - he still had not seen Whiz
 Miller - but didn't seem to be too disturbed about
 it. I had quite a chat with him - he told me all
 about his work with Stella Pignier on the speed
 typing & about the contest in which she became
 world champion typist. He said he is quite a talker.
 Don Sanford called me from Longbeach & told
 me he had 50 whole men lined up for an
 meeting to-morrow at Ph. - Oh yes! I had to
 call Don this morning & get the information on
 introducing Owen at Ph. to-morrow - I had for-
 gotten the names Don had proposed for me.
 Stewart was out so Doris had Miss Smith

secretary, Miss Boston, come in & take the material in your hand over the phone. — About 3:15 I went over to see Aton — Miss John was in with him & I had to wait until nearly 4:00. Charlie Wilson —, Charlie Lover's sec. came by & told me Charlie was in Florida — went down there on a business trip. Dwayne was very busy & wanted to leave early to go to the hospital to see Edna so I didn't have much time with him. Edna was operated on Tuesday & is doing OK but will have to be in the hospital for about 10 days. — I learned that Dwayne will be driving to Ok. to-morrow & that I can ride back to-morrow afternoon with him so I left most of my ideas to discuss with him then. We did discuss the plan for our meeting with Billy & the School Principals at Ok. to-morrow. I gave Dwayne my ideas on the set-up. We also discussed Manager training & Dwayne gave me some interesting high lights on the last session he had with Phillipin on the subject. I had made the mistake of placing both Mr. Watson & Mr. Phillipin's name on the list to speak on Human Relations. — Returned to Drew's Office & then walked over to 59th St. to a toy store to get a couple of things. Got back at

5:00 - Called Marc Balin & discussed the matter
 of getting a man from the field - He couldn't give
 me much hope of getting one. Drew & I left
 about 5:20 & walked over to 57th St. & 6th Ave.
 to a very nice Alton & Hershel's Restaurant for some
 supper. I hadn't been in an restaurant for over a year.
 Took a cab over to 53rd St. to the subway & got
 a subway over to Brooklyn. We got over to
 The Brooklyn Office about 6:45 & went directly to
 The Electronics Class - Mr. Zarka of York College of
 Engineering had 21 of the class of 26 new present
 for the session. Drew presented me & I talked
 to the group briefly on our General Education Program.
 Then Drew & I discussed with the group the
 matter of an advanced electronics class in
 Electronics Practice. Practically the whole group
 wanted to build a radio set & or an amplifier -
 I tried to interest them in building an oscilloscope
 as we are planning on Polyphase but I couldn't
 sell them on it. Mr. Zarka, the Customer Engineer-
 ing Manager who is a member of the class seemed
 to think they had facilities for the group to work
 on projects so I approved their going ahead with it
 after they finish the Elementary Electronics Course.
 Drew & I left the office about 8:00 & had to
 really hurry to go all the way back to W.H.Q.

To get my bag & brief case & then I took a taxi down to Grand Central - got the 8:50 train for Pk. Got into Pk. on schedule at 10:58 - was on the end of the train so I walked up to the street instead of the station. There were 6 of us who just missed a bus & there were no taxis. Four of us agreed to each call the bus company & complain about the bus driver not waiting when he could see a train had just arrived. Only had to wait about 10 min. After checking in at the Nelson Home I went across the street & got a bite to eat. When I came back to the Hotel I ran into Bud George from Norwich in the lobby - had seen him in over a year. He is with Sheffield Farms now & does a lot of travelling. Had a nice chat with him. Came up to the room about 11:30 & called the bus company - told them about the bus leaving us & the man in the office told me it was a rule of the company that the bus is to wait when he sees a train in the station. Wrote some of these notes & then took a shower & turned in about 12:30.

1/9/48 FRIDAY:

A very dull - stormy day in Poughkeepsie. Got up at 6:45. Had breakfast in the coffee

TRIPLE CITIES ROTARY CLUBS

Binghamton - Endicott - Johnson City



"Service Above Self"

January 9, 1948

Mr. and Mrs. F. H. Welsh, Jr.
R. D. #2
Johnson City, New York

Dear Mr. and Mrs. Welsh:

In behalf of the Triple Cities Rotary Clubs may I express to you our sincere gratitude for your generous and splendid response to our need for housing and entertainment for members of the United Nations Secretariat.

Without your help and that of many other hosts and hostesses of the Triple Cities this venture into international understanding and good will could neither have become the so called World's "Biggest Blind Date" in history nor the Christmas party that was heard around the world.

May I wish you a very Happy New Year.

Sincerely,

Verne C. Braddon

Verne C. Braddon, Chairman
United Nations Christmas Party

JAMES B. GRIFFITHS, Pres.
209 Water Street
Binghamton, New York

W. C. DAVISON, Pres.
2104 Richmond Road
Endicott, New York

EDW. A. BUTKUS, Pres.
603 Riverside Drive
Johnson City, New York

stop at the Yellon - was surprised to see
 Cliff Davis - joined him for breakfast. Cliff told
 me Don Stone had sent down some things for
 me. After breakfast I checked in & about 8:00
 Doc Ingham came by for me & drove me to
 the plant. It was raining some & was a very hot
 morning. I spent some time getting some facts
 to-gather for them to use in the lecture this morn.
 Bruce Buckler arrived about 9:00 - he had
 gotten the early train out of N.Y. - Bruce, Dad &
 I got ourselves all joined for the meeting & had
 planned for 11:00 with Billy & Oren. About 10:00
 Alice, Billy's secretary, received a wire from Oren
 from Harmon saying, "Roads held up -
 coming by train - arriving 11:28". We realized
 that would be too late for our meeting so I
 had Dad cancel it. Dad checked on the
 train at 11:00 & found it was due at 11:28 so
 Bruce & I rode up to the station with him at
 11:00 to meet Dwayne. He was surprised to
 find when we got there that there was no 11:28
 train - the fellow had meant 11:28 to-night.
 The next train wasn't until 12:57. However there
 had been a train in at 11:09 so we recovered.
 Oren had been on that & had taken a taxi
 to the plant. Dad called Alice at the plant &

Then we drove back to the plant. Found Arton
 had arrived & was in with Bibby - I went in
 to see him & give him the things he had re-
 quested. Learned he had missed his train so
 had driven on up anyway. I had a short session
 with Arton & Bibby and then about 12:00
 Dwayne drove us up to the Country Club for
 the luncheon. The school principals had started
 to arrive - I met several of the fellows - The
 Country Club sure looked beautiful - There was an
 art exhibit on display - one of the IMA Art Collec-
 tion "60 American Paintings Since 1800" - The exhibit
 was sponsored by the Dutchess County Art Assoc.
 Dad had things well arranged for our luncheon
 & in spite of the stormy day we had a good
 turnout - about 50 in all. After the lunch -
 Dad presented Bibby who said a few words &
 presented Arton who gave a very nice talk.
 It was a grand opportunity to get across to
 the local school men - just what we wanted
 in the way of employees - I'm sure they were
 very well impressed. Bibby indicated in his re-
 marks that we would employ over 1000 people
 in the next year. The meeting was over about
 2:30 - Dwayne had invited the group to come
 down to the plant & many of them accepted the

invitation. I had an opportunity to renew acquaintance with a number of the school administrators I had worked with back in 1942 when we were setting up our training program at plant #2. - Fox Holden, superintendent of schools in Pk. was one of them. I rode back to the plant with Alton and Billy after the meeting was over. We went on to Joe McPherson's office where we had our meeting with Buckner, Gentry, Sampson, Campbell, Ester & McPherson on the job training materials. I began opened our session & then turned the session over to me - we had a well discussion on the relative merits of the various techniques we had to suggest & ~~the~~ the group were quite in favor of most of things we had to offer. Dams gave us his support but put the whole thing on the basis that we must work with the other fellows & to keep it on a very practical basis - he indicated there is a tremendous training job to be done - even as big as the war training job. He quite seriously suggested I get an apartment in Pk. & come down to work with Dams on the whole program. I told him I would spend as much time as I could in Pk. - Alton & Buckner much

to be very much pleased with our meeting.
 Had a good time with the group - I really
 think we cracked a lot of me & the way is
 clear now for Dad, Will & I to go ahead
 with a real job training set-up. - Ah yes!
 This morning I called Herb Kelp & arranged
 for him to give a nice lecture of power to
 Edna Olson in New Rochelle Hospital. Dwayne
 said she was having a rough time - quite
 a lot of pain. Our meeting broke up about
 3:45 - but Dwayne had a call to give
 them to Eleanor John - I also received a call
 from Max Almon in Endicott on the Morgan's
 Report of power. It was about 4:00 - by
 the time Olson got away - Bruce & I went
 down with him. I had a chance this after-
 noon to indicate to Billy I had the report
 for Dad on the Dept. & I will see to get
 it - I was pleased to hear him say that
 Dad was doing much better. Olson surely didn't
 make any time on his way down to New Rochelle -
 took time 9 all the way down - we stopped
 in Peekskill for a bite to eat about 5:00. I had a
 chance on the way down to discuss a number of
 things with Dwayne - I had a whole line of
 items & I covered most of them. I was sorry to

learn he still hadn't put the increase thru for
 Daly - Dwayne now wants to reduce the increase
 to half what I had put thru in the first place.
 Dwayne got off the road going thru some of the
 town - we lost quite some time. The road wasn't
 too good - a lot of mud piled up along the side &
 the side roads & streets & many of them were only
 one way. Dwayne drove us by his home in
 Lockport - it is in a very nice locality. He was
 in a hurry to get over to the New Rochelle Hospital
 to see Edna so we didn't stop. All the Bruce &
 me off at the R.R. Station in New Rochelle at about
 7:00 - we got the 7:05 train on the New York, New
 Haven & Hartford R.R. in to Grand Central Station.
 Went to the Ogden Bar & had our dinner. Then
 Bruce & I parted - he took a taxi to Hotel
 New Yorker where he had a reservation - he plans
 to go out on Long Island & spend the weekend
 with his daughter. I took a taxi down to 33rd St.
 & 6th Ave. & took the subway over to Astor. Got
 there about 9:00. Gave my bags to a Red Cap to put
 in Car 2 on Car 2. I tried to call Ed or Betty but
 no one answered. Then I called Jack Ogden & also
 talked with Dorothy - learned Jack was making a
 trip up thru Binghamton next week. I asked
 him to come over & spend the night with me

Monday Night & he said he would. Then called Ray, asked him about selling any or all of his train engine, he said he would have to take it up with Herb & Bddy. Called Drew Daly & discussed some business - it was about 10:00 when I checked in & walked out to the train - I was surprised to find my bag & brief case still weren't in my berth. Came back to the station & had to wait about 15 min. to locate the Red Cap. Finally one of the conductors found him in the Station Master's office where it was warm - he hadn't gone on to the train yet. I wrote some of these notes & finally went in a little after 11:00.

1/10/47 SATURDAY:

Very cold & windy to-day. Got up at 6:30 - the porter called me just as the train got into Binghamton. I saw Dick Higgins from W.H.Q. on the train - he told me that Mr. & Mrs. Watson had come up last evening for the Century Club Board of Governor installation to-night - also that Dick Watson was on the train - Bob Wheeler was at the station with a company car to meet him. I got a taxi out to the house & got home at 7:15 - it was 10° above zero on the

back porch. I had to pound quite awhile to wake Mary
 up. Babs & Mary Lou were still sleeping so I crawled
 in with Mary for awhile - told her all about my trip.
 Finally got up about 8:30. Had a very lazy day
 around the house. After bk. I called De Venter's to
 see how Connie was - he had been sick all week.
 Chas & Keys answered the phone - they were all
 still in bed yet at 9:30. Then I called Bill Stevens
 & asked he & Joan to come out this afternoon. About
 11:00 Babs & Mary Lou wanted to go coasting - I
 decided to dress up & go with them. We went up
 on the hill by Kirk - it was still only 10° &
 very windy so we took just one ride & gave up,
 it was just too cold. I got out my 1948
 license plates to put on the car & found the
 paint very bad on them - had to repaint the
 black letters & figures (W-331). Did some work
 on the train platform - just little job. Bill &
 Joan arrived about 2:30 before I had a chance to
 shed & dress up any. They had their baby - little
 Billie with them. We spent most of the time down
 in the playground by the fire place - it was the
 warmest spot in the house. The Stevens left
 about 4:30. - After supper about 6:30 I drove
 down to John Smith's & had the chains taken
 off the car - all the main roads are now

completely bare - left my chains to be repaired - several links had broken. Did some shopping - stopped at Rupp's Holiday Shop. Then about 7:30 I drove over to the Hotel for the Holiday Club meeting. Ken Coleman & his fellows were there - the boys about 9 or 10 of them were just finishing dinner. I was just in time to see the Norse Alibi Show had gotten from the N.Y. Central R.R. on holidaying - it was very good. Ken presented his idea to me on 10 or 12 of us fellows each buying a share in Rupp's Holiday Shop which was in pretty much financed by Ken himself. We would each put \$100.00 in the shop & had a share of stock - then we could buy our things at wholesale or wholesale plus 10% - then at the end of the year we would also take a share of the profits - in this way we could make our holiday pay for itself - at least that is Ken's hope. I didn't commit myself. I left right after the picture about 8:30 & drove over to see Earl Snyder but he was out working on a radio - Mrs. Snyder took me up to Earl's work shop to see my wire recorder. Earl had it all again. Stopped at John Smith's on my way back home to get my chains but he didn't have them fixed. Got home about

9:00 - spent some time on the train platform also worked on a couple of models. Mary & I toasted some marshmallows at the fire place in the play room - The fire had burned down well by 10:00 & the coals were just right - we also decided to try the hamburger grill - we each toasted a hamburger in the fire place - it sure was well. Went to bed about 10:45.

1/11/48 SUNDAY:

A nice bright sunny day - warmed up a little. Got up about 8:00 - had to hurry around to get off for Sunday School. I had to help Mary with the & with the sister. We all stayed for Church. Ralph & Della Walker were at Church. Got home about 12:30 - helped Mary some with dinner. After dinner - about 2:30 Mary took Kate & Mary Lou down to see their father Morgan O'Brien in a movie. I started cleaning up the house as we expected some folks out later & Carl Snyder & his family came & caught me right in the cleaning operation. Little Dickie got a big kick out of how the pin ball game & the train platform. Carl told me he had been having some trouble fixing my wire

recover. I'm having him put a switch on it
 so I can double mend. Just as Carl & his
 wife & Dickie were leaving Bob Shenden drove
 in with his two boys, Robert & James. etc
 were about 4:30 - Mary came with the
 girls about 5:00. Bob & the boys had a big
 time with the train & pin ball. They left
 about 6:15. Mary got some supper for me &
 the girls - after supper I settled down to do
 some reading and about 7:00 Walt & Ruth
 Harris came with their son Billie - Bill
 had talked them into coming out to see the
 train even though Walt didn't feel too good -
 he has a strain coming in one eye. Billie sure
 had a grand time with the train & also the
 pin ball game - he went from one to the other,
 couldn't get enough of either. Walt & Ruth could
 hardly get him away - they left about 9:00.
 Mary gave Bats a run - large treatment before
 going to bed. I went a lazy evening - did some
 reading - helped Mary clean up the play room.
 Wrote a letter to Dad - then Mary & I
 got playing the pin ball game & played un-
 til after 11:00 - finally went to bed
 about 11:30.

1/12/48 MONDAY:

A dull stormy day - snowed a little this morning. Got up at 6:45 - drove Bob & Jeffery Lou down to school on my way to the office at 8:00. Had a very busy morning. At 9:00 we had a school opening - a group of Customers & two large classes of Customer Engineers. Jimmie Johnston was with us & spoke as a member of the Endicott executive group. I had a talk with Van Borden this morning on the matter of getting a man to help Carl Snyder on developing the Extension Course in Elementary Electricity. Van told me he had made some arrangements whereby I might get a man from the Lab. - He wouldn't tell me who it was however. I told him what I had learned from Arton - Dwayne had told me he & Blachie had a session with Phillips in which he made it definite that no one was to be added to our staff in the Dept. of Edu. at the present time. Van indicated then that on this issue it would be impossible for him to do anything for me. I called Carl Snyder over & talked the situation over with him. Called Arton at W.H.Q. this morning to determine whether she could talk to our Lions Club on Jan 2nd. She told me it was impossible as he has to be at W.H.Q. to attend the first meeting

of the W.H.Q. Study Club. Dwayne in leaving
 for Florida to-night for some speaking en-
 gagement. I tried to contact Blanche this
 morning & learned he was at W.H.Q. About
 12:00 I drove home for lunch with Mary. She
 came back with me at 1:15 or she wanted
 the car this afternoon to take Bala & Mary
 Lou to their music lesson. She also had
 to go to Dr. Glendinning for another blood
 check - I was very pleased to learn that
 he gave her a clean slate this time -
 her blood pressure is normal & in proper
 condition. I had a busy afternoon - set up
 arrangements for Mr. Blundell to come to
 Endicott on Thursday - called Daly at W.H.Q. &
 Sargent at Pk. - arranged for Wilbur Edmund
 to come to End. on Thursday to meet with
 Blundell. Told Dad I would be down to Pk.
 to dinner - I had enough with Dick Train
 who is here from Pk. to come back with him.
 Also enough to come up on Thursday with Wilbur.
 Looked for Jack Ogden to call all day - he
 signed in the office about 4:00 - it was the
 first Jack had ever been in my office. In
 our conversation we got around to talking
 about promoting the state mechanism & I

Told Jack about my mentioning the device to Mr. Botnick in Bangor and his interest in seeing the engine with the project of his organization taking in & developing it for production & sale. I called Mr. Botnick & asked him to come out this evening to see it in operation. He informed me it would be impossible for him to come but he would send his plant manager Mr. Grindaker out to see it. He explained Mr. Grindaker was one of his men who would have to plan on the matter of taking a new product for engineering & production. — Jack told me Dad had taken delivery last Friday on a new Hudson 4 door sedan. He said Dad, Betty & Gene had been down to see them at Cranford & to show them the new car on Sunday. Jack & I left the office about 5:15 — stopped in Wall Cottage office & had Jack meet Nate. Jack let me drive his Packard up to the home — it drove very nice but not much different from the Buick. The ice had melted a little to-day & our drive was very slippery — Mary didn't even try to get the Buick in the drive — she left it along the road. I had some trouble getting it in — Jack had to use some of the mud he had in his truck to get under the wheels.

Mary had a well dinner for us about 6:30 -
 pork chops. I showed Jack some of the models
 the DeHaven boys had assembled for me &
 got him interested in doing some model work.
 He decided to try doing it to pass some of
 the time he spends in Hotel in the evenings on
 his trip. I gave him a little cipher machine
 him to take with him to work on & some tools
 to use. After dinner I took Jack down to see
 the train platform - it was the first he had
 ever seen it & he was quite impressed. I
 was glad to hear him say he thought he
 might be able to get some new Lionel equip-
 ment at cost. We played some pin ball &
 about 8:30 Mr. Friedlander of the Botnick Co.
 came out to the home. I gave him a de-
 monstration of the train platform & then showed
 him the station mechanism which he came really
 to see. We ran it for over an hour &
 he seemed very favorably impressed - I gave
 him the whole history of its development -
 explaining that two separate & independent searches
 had been made on the matter of returning
 the unit - but that we had now pro-
 ceeded with giving an actual patent. He
 had given a discussion on the possibility of not

an unit — That is how it could be used both as a toy & as a display unit in store windows. Also I explained my ideas of how it could be varied to meet different reasonable requirements, that is — the glass top & shelves for winter, a mass of shallow water & ducks or chickens on it for Easter or spring — small boats on the water for summer. — small autos for fall etc. Ballet dancers to add further variety etc. And to adapt the same unit for different applications or mentioned above — the pattern of the movement of the objects could be varied by changing the plane in which the objects move & by changing the area which rotate on the stage. Mr. Lindercher would not commit himself but he seemed interested enough to want to have Mr. Botwick & their sales manager come out to see it. I didn't take it off the platform & show him the mechanism as it was too much trouble & I had a number of people I want to see it before I took the set-up down. I explained to Mr. Lindercher — my interests in having some organization take the idea & handle the entire job of engineering & producing the unit as I was in no position with my set-up

in IBM to give any time to it - all I
 wanted would be a reasonable royalty on the
 patent sold. He indicated such a set-up
 could be established but it would depend upon
 the general agreement of the Mr. B. Smith &
 their other managers to decide whether they
 wanted to go into that type of toy - so
 far they had manufactured only large toys -
 the type - size with toys of various kinds.
 Mr. Lindbergh left about 3:30 - told Jack &
 I were quite pleased with him in terms of the
 show mechanism. Walter Crosby called &
 asked for help - he was just on Fox Ave.
 Jack drove out over in his car & we had
 some more of his work - but no trouble
 getting Walter back on the road. May, Jack &
 I went by the fire place in the play room &
 talked for an hour or so. Finally, Walter was
 much better. Jack & I spent some time look-
 ing over the Wade Jay - C. W. Wagon Kite - Jack
 wanted to figure out how to get started on it.
 She got no interest in the idea so I got the
 little R. K. Express Truck out for all set to
 take with me to Poughkeepsie to-morrow.
 To bed at 12:00 -

11/13/48 TUESDAY:

A dull stormy day. - got up at 6:45. Called Jack about 7:15 - we all had breakfast to-go. - then about 8:00 Jack drove me down to the office - took Alan & Mary Lou to school on our way down - I took my bag ready to leave for Poughkeepsie - left my bag & brief case at the office & then rode on over town with Jack - he was on his way then to Syracuse & Watertown. Ed Church, the barber, hadn't opened his shop & it was about 8:30 so I walked on over to - and the place I stopped in a little barber shop on Yates Street - Tarr's - got a damn good hair cut - better than Ed Church had ever given me. I'm finished with Ed. for good - he certainly gave you on a hair cut. Got to the office at 9:00 - Mr. Allen stopped on & was over some Manager Reference sheets with me - we are having all sheets reprinted when there is any reference of Mr. Kirk. Had a busy morning - a number of things to finish up before leaving for Poughkeepsie. Had a talk with Don Lane & Mary Lou - also Blomell coming up to talk with them on Thursday. At 11:30 I went on to the Captain for lunch - ate with Bob London.

Called Dick Train & learned he would be a
 bit late getting off for P.K. He came over at
 12:30 from the plane & we left right away.
 Dick has a new Dodge Coupe so we had
 good transportation. He is a very cautious
 driver - didn't drive much over 40 m.p.h. any-
 where even though the roads were good. Got
 into some snow over the mountains - the
 country up thru Liberty & Monticello was
 beautiful - they had had a wet sticky snow
 which hung on all the trees. It was really
 beautiful. The driving was quite bad over the
 hills - saw one big trailer truck in the
 ditch - however Dick didn't have to put
 on chains - it was sure a long ride -
 got in here at the Nelson Home about
 5:45. After checking in I called the Campbell
 Hotel & learned that the P.K. Lion Club
 still meet there at 6:45. Wrote some notes &
 then about 6:30 I walked over to attend the
 meeting. They had a small club only about
 42 members with about 30 out to the meet-
 ing. They were slow getting started - and even
 then they had to start without any of the
 officers present. It was not at all up to
 what I should like to think a Lions Club

shall be. I moved again into a part of
 the cellar I know when I belonged to the
 club back in 1942. It appears to me that
 the club has gone backward since I joined
 since 1942, & it was bad enough then. I left
 after the week didn't stay for the program
 which was a film on petroleum. Got a Popular
Mechanics Magazine & came back to the room.
 Saw Al Down in the lobby & he had been
 down for Enema again. Came up to my
 room & read Popular Mech. - then decided to
 do some work on the model R.R. Express Truck -
 was disappointed to find I had left the box
 with the plans in it at home so I couldn't do
 any work after all. When leaving the bank way
 the difficulty of doing work like this away
 from home. About 10:00 I took a walk out
 to do some winter shopping. Stopped in the
 corner drug store for a coke - saw Sam Wright,
 Ralph La Tourette & Phil Evans also stopped in.
 They are down here to help Paul D. Hall on
 the living program at the plant. Ralph told
 me a little about some of their difficulties.
 Returned to my room - listened to the radio -
 went to bed & took a shower. To bed 11:30.

1/14/48 WEDNESDAY:

A beautiful day in Poughkeepsie. I got up at 6:45. - about 7:15 Dave Sanford called & arranged to meet me at the Hotel about 7:40. I had breakfast in the Coffee Shop at the Nelson House - Al Gorn & Agnes McCulloch who are down from Endicott came in & joined me. Dave stopped for me at 7:40 & drove me down to the plant - we got into quite a line of traffic to the entrance of the plant. Got there about 8:00 & already there was quite a line up of applicants for employment. They sure are flocking to IBM now that we are hiring again. There are so many that Ralph LaFayette, Phil Evans & Agnes McCulloch are down from Endicott to help Paul D. Swell and his staff on the interviewing. I spent most of the morning going over some matters with Dave. Will & I decided to take the train up to Endicott from N.Y.C. to night instead of driving. Will didn't want to drive. I called Stan Mallory & had him get me reservations out of Hoboken. Ray Jaworski called from Endicott to ask me about contacting the managers at Endicott at the meeting which had been called for this afternoon. Ray is quite concerned

about the slow return on the investments for the spring term - so far he has only about 700. I advised him to see McElwain & with his approval give the managers an urge to assist in getting their employees to turn in their enrollments. Dave & I went over to see Sid Pratt about some action on the sheets for the Manager's Reference Manual. Sid is so tied up on costs & expense statements that he just hasn't had any time to work on the matter of procedures. However he told me he would get with Billy & try to get some help on getting the sheets lined up for the Manual. Called Lee Sumner at the lab & discussed the plan for the advanced electronic class. He is going ahead with the Basilloso project - he thinks it is not too difficult. - Called Harry Flecken & Fran Ritz & asked to see them, Dave & I drove up to lab. about 12:30 to see them. The road on to the lab was beautiful. - I was so sorry I had left my camera bag at the Hotel. We had a good dinner with Harry & Fran on the matter of preparing a Manager's Handbook on the new model type writer. After seeing the whole run-up with them - they both

seemed interested in having Buckler come
 down to work with them on the new lot
 of 15 models they will be building in a couple
 of weeks. Dave & I returned to the plant
 & about 11:45 we drove down to the lower
 plant - had lunch with Arnold Koser in
 the lower cafeteria and took that time to
 discuss the apprentice training with him. After
 lunch Dave & I talked with a couple of the
 managers in the lower bldg. to get their ideas
 on the job training center. I saw Willie Royer -
 he has transferred to Poughkeepsie from End-
 usett & is working on the punch assembly
 line. Dave & I returned to the upper
 plant & contacted about 7 or 8 dept. mana-
 gers on ideas for the job training center.
 Asked them to give Dave a list of things
 to be covered in the center. I was pleased
 with the interest. We went over in the
 New Building - Charlie Wade & his Card-a-
 type Dept. have been moved into their
 new quarters in the back part of the
 new bldg. They are still working on the
 front row - it sure is a nice bldg.
 I saw Mr. Campbell & talked with him
 a few minutes - he told me McFadden

is leaving Nev. for Florida & he is going down later to get her & spend some time in Florida. Dave & I saw Clare Vange & got some good ideas from him on the Job Training Center. Saw Billy & asked him about getting Frank Boeckel for the job as instructor in the Job Training Center. He agreed Frank would be a good man for the job & that he would see that we got him. Also talked with Jim Allen on equipment for our Job Training Center - he is going to work with Dave in getting what is needed.

Saw Paul D. Swell on Frank Boeckel & got his OK - he advised seeing Joe McManis so Dave & I stopped over to see him & he agreed that Frank would be the ideal man to do our job instruction in the Job Training Center.

Joe sure was very cooperative & is willing to help us in any way possible. He suggested we go ahead & talk with Geo. Weson who is Frank's manager - so Dave & I drove up to the laboratory about 4:15 & stopped down to the barn or garage where they have their model shop & talked with George Weson about getting Frank Boeckel -

found him very cooperative & willing to go
 along with us on a plan to use Frank 3 days
 each week as a job instructor. We called
 Frank out & I had a chance to talk with
 him & present the whole plan. Frank
 was willing to help us so we made arrange-
 ments right then to have Frank start next
 week to put in part of his time with Dave
 in setting up the Job Training Center. Dave
 & I really put in a day at the plant &
 had really gotten a lot accomplished. From
 the lab - we drove on over town - Dave
 had to stop at Mitchell's Furniture Store & I did
 some shopping in a couple of model shops. -
 I stopped in to say hello to Charlie Mitchell.
 Dave drove me on around to the Nelson Store
 about 5:45 & I checked out. Went home
 with Dave for dinner - Davie is beginning
 to really blossom out - she is expecting the
 baby next month. The lady at the home -
 Mrs. Schultz, got the meal - after dinner
 Dave showed me the Consumer Research Bulletin
 he had - They had some interesting informa-
 tion on wire & type recorders. I was anxious
 to hear what they had to report on the
 Webster Wire Recorder. I decided to subscribe

To the C.R. Bulletin. About 7:45 - Wilbur Edmunds & his brother-in-law, Ted who used to work at IBM Plant #2 stopped over. Ted drove Will & ^{me} down to the station to get the 8:19 express for N.Y.C. We got into Grand Central at 10:00 - took a taxi over to Hudson Tubes & then the Tube to Hoboken. Met Curt Johnston on the subway - he joined us at Hoboken for a milk shake before we got on the train about 11:00. Wrote some of these notes & to-bed 11:30.

1/15/48 THURSDAY:

The Porter called me at 7:00 - advised me the train was an hour late & wouldn't be in Binghamton until 7:30. Got up, shaved, dressed & Will & I got off the train about 7:40 - the conductor told me it was 13° below zero. The sun was cold. Will & I took a taxi out to my house. The taxi took us all over town before we left Binghamton. Got out to the house about 8:00 - Mary had taken Barb & Mary Lou down to school. She got Will & me some breakfast - told me about the nurse at school calling her for Barbara yesterday - the nurse was real disturbed about the condition of her eyes. She even

had Mary come down to the school to see her
 & she suggested Barbara be given rest periods
 every morning & afternoon. Mary called Dr. Levy
 & made an appointment for to-day. I called
 Don at the office. Looked at the Christmas slides
 which had just been returned - also tried to
 show the movie film which had been received.
 I got the 8 m.m. projector out & was surprised
 to find it ran backward. Apparently Connie
 De Vente & I had reversed a couple of wires
 in the motor when we had it apart. Mary
 drove Will & I down to the office about 9:30 as
 she wanted the car to take Barbara to the
 eye doctor. - I arranged for Bob Shendan
 to take Wilbur for a tour of the plant. Ray
 gave me a report on his activities yesterday. I
 was surprised that Cy McElwain had not
 given him any time at the Managers Meeting
 to ask the managers to assist in getting the
 enrollments in. Ray really felt low - on
 top of everything else his Study Club speaker
 last Tue. Night was a total flop - also the
 entertainment was a bit uneven which disturbed
 Ray a lot. Ray was almost in tears he
 felt so badly over everything. I stopped over
 to see Blackie & he gave me an account of

his & Ottom's session with Al Williams & Mr. Watson on
 costs. Blackie told me he had an opportunity to tell
 Mr. Watson that we had brought our student cost in
 the General Education Division ^{down} from \$37.76/student to
 \$23.36/student & Mr. Watson said he would buy
 any amount of that kind of program we had to sell
 him. I was sure glad to hear that. However
 Blackie said Al Williams wants us to still cut our
 overall Dept. of Edu. expense 20%. Boy - that is
 really going to hurt - Blackie admitted the only
 way we can do it is to cut down on some of
 our activities. In view of all of this it doesn't
 look at all hopeful for my getting a man
 to write the electricity course. - Buckler
 stopped in to see me this morning & also
 Mac Almon to get the whole story on my
 contacts at Poughkeepsie. About 12:15 I went to
 lunch in the cafeteria with Wilbur & Ray. At
 2:00 Ray drove me up to Binghamton to meet
 Blaisdell - we took Bob & Will along & dropped
 them off at the Sheltered Work Shop - I wanted
 Will to see the set-up at the Sheltered Work
 Shop. Mr. Blaisdell got in from N.Y.C. on the
 2:56 train. Ray had never met him before.
 He stopped back for Bob & Will at the
 Sheltered Work Shop - took Mr. Blaisdell

in for a few minutes to see the place. Ray
 drove us down to the office - got there about
 3:30 - I called Jim Davidge to get a re-
 port on the meeting of the Public Relations Committee
 meeting of the Applied Arts & Science Institute which
 I had to miss. We discussed ways & means of
 publicizing the matter of placing the first coopera-
 tive students from the Institute. At 4:00 we
 had our meeting up in Room 203 with Mr.
 Blairidell - I had arranged to have Blachie
 in with us - There was Don Sweet, Mary
 Harlin & Wilma Edmonds - also Ray Jarvis.
 I explained the purpose of the meeting to learn
 what we could of Mr. Blairidell's knowledge &
 experience of speed typing & then turned the
 meeting over to him. He got all wound up
 on teaching technique in speed typing & really
 did a swell job - I was much pleased with
 the meeting. I tried to call Mary at 5:00.
 but couldn't get her so I got a ride home with
 Ray - he took Nell & Blairidell down to the
 Hotel Frederick first. I had arranged for both
 of them to go to the Customer Dinner at the
 Homestead to night. Got home about 5:30 -
 got cleaned up & at 6:45 Mary & I drove
 up to the Homestead to the Customer Dinner.

It was quite a big party - 2 Custom Clerks &
 a Custom Engineering class - the group of 12
 fellows from Ft. taking the Prof. Applied Course.
 Frankie Gallagher - the boy I knew on my office
 boy at Plant #2 back in 1942 is a member of
 the class - he sat at the table - Mary & I were
 surprised to learn he is engaged to Joan Shinn's
 daughter. It was a good meeting - Bill Decker
 presided & Jimmie Johnston spoke for management.
 Bill introduced the group of Engineer Custom Eng.
 Managers who are here - Mary & I were sur-
 prised to see Mr. Elmer whom I had seen
 in many of the De Vante movies, among the
 group of 5-6 fellows. After the meeting we sat
 over & introduced ourselves. He seemed very nice.
 I drove Will & Blinnell back to the store -
 stopped by & left Mary at the home on my
 way home. Home about 10:00 - thought we would
 go down to call on the De Vantes but de-
 cided it was too late. Read the paper -
 Mary showed me the story in the Huntsville
 County Democrat of Clark Henry's marriage to
 Miss Vera Busby of Birmingham Ala. on
 Jan. 4. - Clark had told me about the girl
 but I didn't realize it was the same.
 To-bed 11:00.

Weddings

DE CLEENE—ROBINSON

Miss Marialice Croft Robinson, daughter of Samuel V. Robinson of Annandale, and Emile A. DeCleene, son of the late Mr. and Mrs. Eugene DeCleene, of Clinton, were married Wednesday morning, Jan. 7, at St. Joseph's Rectory, High Bridge. The ceremony was performed by Rev. Donald E. Hickey, recently installed priest at the Church of the Immaculate Conception, Clinton. The decorations consisted of baskets of flowers.

The bride, who was given in marriage by her father, wore a royal blue bugle beaded afternoon dress and carried white roses. Her matron of honor was Mrs. Richard Marshall, who wore a biege wool dress and carried talisman roses.

Richard Marshall was best man.

The bride attended the Hillside public school and the groom the school at Clinton.

After a wedding trip to Florida, Mr. and Mrs. DeCleene will make their home in Clinton, where Mr. DeCleene is associated with his brother in the conduct of the Clinton House.

* HENRY—BRADLEY

Miss Verne Bradley of Birmingham, Ala., and Borough Recorder Alvah Clark Henry of Lebanon, were married Sunday, Jan. 4, 1948, at the Church of the Good Shepherd, Jacksonville, Fla. The ceremony was performed by Dr. L. Valentine Lee, rector.

The bride, given in marriage by her brother, Clarence Bradley, of Jacksonville, wore a black faille suit and picture hat and carried a white prayer book. Her corsage was an orchid.

Miss Mary Bradley of Birmingham, Ala., was her sister's only attendant. She wore a brown gabardine suit with matching accessories and a corsage of gardenias.

The bride is the daughter of the late William Alfred Bradley and the former Miss Lee Tate of Troy, Ala. She was graduated from the University of Alabama and Columbia University, New York. For the past several years she has been director of art in the Birmingham schools.

Mrs. Henry is a former president of the Southeastern Arts Association and has taught art at the University of Georgia summer workshops.

Mrs. Henry is a son of Mrs. John W. Henry, Lebanon, and the late Mr. Henry. He was graduated from Lafayette College, Easton, Pa., and did graduate work at Rutgers University, New Brunswick. He is en-

gaged in the insurance business.

Following the ceremony, the wedding group were honored at a dinner given at the George Washington Hotel, Jacksonville, after which the couple left for a trip to South Florida.

HOFFMAN—HOFFMAN

Miss Betty Ella Hoffman, daughter of Mr. and Mrs. Stephen Hoffman of High Bridge, and Levi Hoffman, son of Mr. and Mrs. Russell Hoffman of rural Califon, were married Friday in the parsonage of the High Bridge Reformed Church by the Rev. Abram Pepling, pastor.

Miss Helen Farley of Califon and Russell Hoffman, Jr., brother of the bridegroom, were attendants. Mrs. Pepling played the wedding music.

The couple will reside in the home of Mr. Hoffman's parents.

Mrs. Hoffman was graduated from High Bridge High School last June and now is employed by Taylor-Wharton Iron and Steel Co. Her husband, who served four years in the Army, is employed by the same company.

SCHARRER—ANDRUS

Miss Helen Stockton Andrus, daughter of Dr. and Mrs. Walter H. Andrus of Philadelphia, and W. Harvey Scharrer, son of Mrs. William Scharrer and the late Mr. Scharrer of Oxford, were married Dec. 20, at Christ Church and St. Michael's, Germantown, Pa. Rev. W. Hamilton Aulenbach, rector, performed the ceremony.

The bride's sister, Mrs. William Kline of Greenville, Pa., was her only attendant. Leonard Saunders, of Morristown, cousin of the bridegroom, was best man. After the ceremony, a reception was held at the home of the bride.

After a trip to North Carolina, the couple have taken up residence at 54 Mine street, Flemington. Both Mr. and Mrs. Scharrer are teachers in Flemington High School. Mrs. Scharrer teaches history and Mr. Scharrer, French and history.

Mrs. Scharrer is a graduate of St. Mary's Preparatory School, Raleigh, N. C., and the University of North Carolina. Mr. Scharrer was graduated from East Stroudsburg, Pa., State Teachers College, and served in the army in World War II.

1/16/48 FRIDAY:

Bright & warmer to-day. Got up about 7:00 - drove down to the office at 8:10 - took Bala & Mary Lou to school. Wilbur & Blansdell came over from the Hotel about 8:30 - I arranged a ride for Will back to Poughkeepsie with Jim Smith - Jim showed me the new black Dodge Coupe the company had gotten him to drive. He sure was pleased with it. I had Mr. Blansdell demonstrate some of his techniques to Don Sweet, George Harlin & Wilbur on a typewriter. Saw Blackie & discussed the matter of getting a man to write the extension electricity course - Van Gordon had told me last evening at the Homestead that he was planning to interview Herman Gots for the job - he explained he had been rather illusive about it since Herman's health has been bad & they have to get him relieved of his supervisory position. Mr. Dowell didn't want Herman to feel that he is being demoted if possible so Van is planning to build up the idea of his writing the Electricity Course. Blackie confirmed all of this & explained Mr. Dowell had talked with Van Gordon before & he wanted as few people as possible know about Herman's condition - also Mr. Dowell is willing to take some of Herman's salary which would

surely help us from the opposite standpoint. I
 told Blackie I didn't know whether I liked the
 whole set-up or not. I do believe Alton is well
 qualified to do the job. - Wilbur left about 9:30 with
 Jim for Ok. I went over to see Max Alton &
 covered a number of things with him. Had a
 lot of correspondence to get out to-day. Took
 Blaindell over to see Edith Dimmitt about 10:00 -
 he had his flying manual to go over with her.
 I took my car over to the Birch Garage about
 10:30 to have the generator fixed. At 12:00 I
 went to lunch in the cafeteria with Blaindell.
 Then about 12:30 he walked down to the garage
 with me to get the car. This afternoon I had
 Blaindell work with Buckler on reviewing our films
 on typing - now that both Marguerite Hanna &
 Stella Pajinas are both out of the company - we
 no longer have a World Champion Typist. Stella
 is to ^{be} married to-morrow. - I called Mr. Terrell
 at the Institute & explained I would not be able
 to attend the committee meeting which he had called
 for next Wednesday. Had quite a chat with him
 on plans to address the corporate program of
 the Institute. Called Mr. Bauer, the man who
 bought our old store - I'm trying to get him to
 pay some more on the \$100.00. He will pay \$70.00

Wilbur Penner stayed in & showed me the plans
 for the new train platform he is going to build
 next year. We discussed circuits for block carts
 to go to the train. - Mrs. Dinnitt called &
 arranged to have dinner at Homestead with
 Mr. Blaindell - at 5:20 I drove him down
 to the Hotel & then came on home. Called
 Mr. De Vente & arranged to stop over to see
 him this evening - he said Mr. Elmer the man
 from Switzerland would be there but that I
 should come down. After dinner I drove down
 town - stopped at Carl Snyder's to see how
 he was getting along with the wine recorder -
 we tested it - Carl still has quite a bit to
 do on it. I stopped at the Hobby shop & at
 the drug store for some rat poison - Mary had
 been noticing evidence of rats eating our potatoes
 in the basement. Got home about 8:15 & found
 Mary still busy giving the girls their baths. I
 took my projector & some tools & drove down to
 De Ventes. Mr. Elmer was there & both Connie
 & Annie were all thrilled over seeing someone
 directly from Switzerland. Mr. Elmer was
 Connie's assistant when he worked in Europe
 & he is also Edward's God Father. Little
 Edward was in his lap all evening. I

drove back home & got Mary - she had said she would walk over later but it was too icy to walk. We didn't stay long for Connie having been sick he had to get to - bed early & Mrs. De Vente was very busy showing Mr. Elmer some of the things they had received from Switzerland - Connie told us that Annie cried for about a half hour when Mr. Elmer first arrived - she sure is sentimental over Switzerland. Mary & I came on home about 10:00 - Connie & I decided to let the projector job go until to-morrow. - Mary & I spent some time fixing up some slices of potatoes with Rat Poison to bait the rats with in the basement to-night. I wrote some of these notes & To-bed 11:00.

1/17/48 SATURDAY:

A very snowy day. I got up about 8:00 - it had been snowing for some time & was still snowing - about 3" of snow on top of what we had in the previous storm. After breakfast I went out & did some shoveling - cleared off the walks & some of the drive. Oh Yes! Mary Lou discovered first thing this morning when she went down to the play room to play with the doll house, that

we had gotten a rat - one laid dead about
 5' from the ground potatoes. Boy! That rat
 was more work for. About 10:00 I got
 the car out & drove down to John Smith's to
 get the chains on my car - there must have
 been 4 or 5 inches of snow by then & still
 it snowed. After I got the chains on I did
 some grocery shopping for May - stopped at
 Lipe Hilly Shop in Union - got another Ward
 Jay Cigar Box - the TICKET WAGON to Amels.
 Got home about 12:00 - did some more shopping
 now before dinner. May had dinner about 12:30.
 After dinner I got my license plate bracket for the
 front of the car fixed up to put on the car & also
 changed the old license plates. Then about
 2:00 I drove down to the De Venter's. Connie
 was up & feeling better but Dr. Webb had
 advised her to take it easy for awhile. I
 guess he was badly run down. Mr. Elmer
 came out to see the De Venter's again.
 Connie helped me & we took the motor out
 of my 8 m.m. projector & re-wound the wire on
 the brush - that corrected the trouble of the
 motor running in the wrong direction. Came
 back to the home about 3:30 - Got
 cleaned up & about 4:30 we all went

over to Ralph & Della Walker for dinner. I took my camera & lights along. Took pictures, took slides & movies of Marilyn's birthday party. She was just as sweet as usual - it is easy to get nice pictures of her. Della & Mrs. How had a swell dinner for us - I ate too much as usual. I had my 8 m.m. projector with me & after supper I set it up to show the folks the movie film I had gotten back & which was taken at Christmas. I was surprised to find that Connie & I had just as of the wire on wrong & I couldn't get the projection lamp to go on. Ralph & I had to get out the soldering iron & change it - Connie & I are a couple of poor mechanics! Mary & I brought the girls on home about 9:30. I stopped moving late this afternoon & was nice & clean to - night. I did some work on one of my models - read the paper & to bed at 11:00.

1/18/48 SUNDAY:

A beautiful day but cold. It was zero when I got up at 8:00 & stayed cold all day. We hurried around - I did the breakfast dishes & at 9:40 we all drove down to Church for Sunday School. We stayed for Church

so we didn't get home until about 1:00 - Mary
 had left the meat on while we were at Church
 so it was already to eat. I helped with the
 dinner dishes. Martha Crosby next door called &
 said she & the family would be over if we
 expected to be home. Bob & Mary Lou were
 out for a while after dinner - it was so nice
 & bright I took a color slide of them sitting.
 Also scraped some of the snow off the drive
 so the room could melt the black top too.
 Martha & John Crosby came over about 3:00
 with the whole Crosby family - Joyce and
 her boy friend Roger and Jackie. Jackie had a
 well time running the train. We spent
 the afternoon in the play room - had a
 well fire in the fire place. We got to
 know our neighbor a bit better. They left
 about 4:30 - Mary wanted to make a lot
 of Endicott calls so we decided to drive down
 to De Vetter & see their Endicott phone. I
 took the business plates along & gave them on
 the car. We found all the De Vetter gone out
 to the IBA Country Club except Charles. Mary
 made her calls & then we came back home
 about 5:30. After supper we spent most of
 the evening in the basement - I did some

cleaning in the workshop - also cleaned some brushes.
 Called the Kani to find out what Alice wanted -
 she had called Mary about getting some of my
 models for a center piece she is making for
 the ~~Home~~ ^{of} Anniversary party to-morrow night. Read
 the paper & to-bed about 11:00.

1/19/48 MONDAY:

Mary & I were sure surprised when we
 heard on the radio before we got up that it was
 23° below zero. We both had the same thought -
 is the water pump frozen - we both dashed for the
 bathroom & sure enough no water would run from
 either faucet. I had forgotten to leave the door
 to the pump room open & with it 23° below surely
 the water pipes were frozen. I got up with a lead
 ache anyway so I had a terrible morning. No water
 to shave & everything seemed wrong. Bob & Mary Lou
 hurried around & got the bus down to school. I
 put the electric heater in the pump room - cleaned
 up a little & drove down to the office about 8:15.
 Boy, it sure was cold! It seemed to lead a
 frost right in the air. I had Ray in in on
 the school opening for me. Called Cy McElwain
 & asked whether he had heard anything from Bill
 Levin about the proposed Mangum training pro-

gram - we were supposed to have started it today. Cy admitted it might as well consider going ahead with some alternate plan for Bill had gotten anything from Phillips. I also called Adrian in Lewis' office but couldn't learn anything about Bill's contact with Phillips. I called Ken Spencer & asked to have a man come over to fix the water system. About 9:15 I drove over to John Smith's & had the chain taken off - drove on over to the house - the pipes were beginning to thaw out & run enough now but a leak - it finally opened up & I had to turn the pressure off. Called Ken Spencer back & had him send the man out as soon as possible - they were just swamped with calls - dozens of people were frozen up this morning. I managed to get some water & to stand. May drove me back to the office about 10:45. I felt so bad I went over to the First Aid & got some medicine - cold pills. I felt so sick to my stomach I couldn't even eat lunch. I finally went over to the captain about 1:00 & had a bad of soap. Felt a little better this afternoon. Stopped over to see Van Borden & to find out about his interview with Allen Klotz regarding the job of writing the extension electricity course. Van had told me Allen

was the man he had in mind. It seems Heim
 has had a nervous break down & must be re-
 lieved of his supervisory duties. Van told me Heim
 was to let him know to day whether he will
 take the job. Kided Van some about turning
 in his suggestion for the Honor Referee (January)
 for Mr. Phillips. I kept thinking all day about
 something I could turn it in. Stopped over to
 see Mr. Almon & discussed plans for an alternate
 manager's training program. Mac had some good
 ideas & to gether we worked up an outline. I
 asked him to see Ben Gertner to get his ideas
 on it. Drew Daly called me from W.H.Q.,
 he is all worried about his Study Forum this
 Wed. Night. As far as he knows Mr. Watson is
 going to attend & so far he only has about 50
 people who have indicated they are going. I sug-
 gested he get the W.H.Q. ICM Club officers on the
 job selling tickets. Jimmie Johnston called &
 wanted some information on our new manager
 training program. I took over a book of out-
 lines he was talking with Mr. Richardson
 from Yale & was discussing our next try pro-
 gram. - About 5:00 Mr. Heimiger, an Eastern
 Eng. Mfr. in Holland who is here on school work,
 stopped in to see me about the 39 young

when he has enrolled in our extension electronics
 course. I quite enjoyed talking with him - he told
 me of some of the hardships they suffered during
 the war. About 5:25 Mr. Richardson stopped in
 & Mary came by for me about the time -
 we gave Mr. Richardson a side eye to the three
 slides that he is staying - I learned he has his
 report on a manuscript on Human Relations in Italy
 nearly finished now. It is a paper he is preparing for
 Yale this evening with Dr. Walker & others. I
 helped Mary come into supper - this evening I
 worked on my models. Mary gave Babe &
 Mary Lou some longer treatments. About 10:10 I
 got packed up & at 10:30 - Mary & I drove over,
 got Mac Olson & then drove over to Binghamton
 to get the train for N.Y.C. Mac had a reservation
 on the Syracuse car so he had to wait. I stood
 in a long line - saw Keith Martin on the
 train. To bed 11:20. The slater mechanism - he said
 H. Lindholm had given him a good report but they had discussed the
 matter in a meeting & decided it was not of their line.

1/20/48 TUESDAY:

A nice bright day in Poughkeepsie. Mac & I
 got up at 5:45 & got off the train about 6:10.
 I was surprised to see Mac in the wash
 room on my pullman car as he had reserva-
 tion on the Syracuse car & we had planned

To meet in the station. Mac told me the car
 from Syracuse was held up & never got to
 Binghamton so he had to take an supper on
 the car I was on. - We took the Hudson Tubes
 over to 33rd St. & then a taxi up to Grand
 Central - had time to get a cup of coffee & some
 donuts before boarding the 7:10 train for Pough-
 keepie. It was slow coming up - got in
 P.K. about 9:20 - took a taxi to Nelson Home -
 checked in & I called Dad - took another taxi
 to the plant & got there about 10:15. Had a
 very busy day with Dad - they are still being
 swamped with applicants in the personnel dept.
 Phil Evans & Agnes McCadough were still here
 from Endicott. Frank Bechel was working for
 Dad on the material for the Job Training Center.
 I went over his outline with he & Dad. Frank
 is doing a good job in getting the Center set up.
 About 11:20 Bill Lewis, Paul Wainier & John Higgins
 arrived from Endicott - Bob Wheeler drove them down
 in the Cadillac. About 12:00 I went up town
 with Dad & went to the Quinlan Meeting with
 him. Took a couple pictures of the plant - color.
 Dad & I didn't stay for the speaker - left
 about 1:00 & walked over to the Singer
 Sewing Machine place. They had a nice new

office - The Manager was still out to lunch so I didn't have a chance to meet him. I saw the set-up they had for our dancing class & it is very nice. Doc & I did some shopping - then went on out to the Lab. to see Ralph Page. Doc said he had objected to our having Frank Bichel or a year time man - said he was afraid Frank might talk too much sense at the place about things at the Lab. which shall not be mentioned. I had a nice talk with Ralph - but he never mentioned this - agreed we could go ahead with our set-up on Frank Bichel. Doc & I returned to the plant - I called Doc Daly & learned Briggs had agreed to read out a letter on the Study Form & that the W.H.P. 184 Club was to handle the meeting to-morrow night which seemed to me a much better set-up.

Saw Billy a couple of times to-day - he seemed to be in a good spirit & much interested in our Job Training Program. Talked with Jim Horn & got him interested in an Industrial Organization Game for plants - also Giffy. Analysis. About 5:00 I stopped over to ^{my} Harlem Campbell - was surprised to see Ben Hurston working for him. I hadn't seen Ben in over 5 years. Our paths just never crossed. Also saw Max Hays -

He asked me to join him, Bernie & Alf Melner for dinner & I accepted. Dave & I had a nice chat with Harlem on the job try. Program & also on Mfg. Analysis. He is much interested & is willing to help us. Dave & I also talked to Clare Vough to-day on the idea of a Assembly Analysis Course - so we really covered quite a lot of ground. Dave drove me up to the Hotel about 5:20 - saw Max & told him of my plans for the evening - he had dinner here in the Yphon House. I walked over to the Campbell Hotel about 6:15 & saw Art Lendley - got my attendance for the Lion's Meeting - saw a few of the boys. Then walked back to the Yphon House - called Bernie Stager & arranged for them to pick me up at the Yphon House. Saw Paul Marini in the lobby of the Hotel & asked him to join us for dinner. Max, Bernie & Alf finally came by about 7:10 & Paul & I went with them over to a little Italian Place called "Fisch Bimini". We had a real Italian Dinner & a very congenial evening. Paul & Max taught me a few things about Italian Food. I had the first gorgonzola cheese I had ever eaten & it sure is delicious. I would like to get some to take home. It was about 9:30 when we got finished & I sure was full. Max

drove Paul & me back to the Nelson House & took Alf on over to the Campbell Hotel where he is staying. I came on up to my room & started assembling the Wardie Jay Cinn Qrt I had with me, the TICKET WAGON - listened to the radio & worked on the tin snail about 11:00. I quit like working on models. Took a shower & turned in about 11:30.

1/21/48 WEDNESDAY:

A very stormy day. Got up at 6:15 - checked on J. the Nelson House & got a taxi down to the N.Y. Central Station about 7:00. It was snowing now - learned that the 7:23 express was late so I had some breakfast & did some writing on these notes. The train finally got in about 7:50 - it was a nice first class train & very comfortable. Spent part of my time on the train catching up on these notes. About half way to N.Y.C. the snow turned to rain & it was raining a little when we got in Grand Central about 9:45. I tried to get a taxi but gave up and took a Madison Ave. Bus up to 590. Went to Dalys's Office - got there about 10:10. Drew was quite worried about the turn out for the first meeting of the IBM Study Forum to night. He showed me a letter which he & Mr. Briggs

had Jack Dixon, Pres. of the W.H.P. IB4 Club send
 one to all the Days. Mfr. at W.H.P. urging them
 to support the Study Forum - it was quite a strong
 letter. - I called Arson & asked him about
 seeing Mr. Salu in World Trade Days. about the
 English Course for Spanish Speaking English of IB4
 in Latin & South America. Drayner had the
 book of lesson materials which Prof. Ystie had given
 him so I stopped over & got it. Bill Dainow was
 down from Ecuador & was with Drayner - he
 was just leaving. I had about a half hour
 with Drayner - gave him a report on the activity
 at Poughkeepsie - he seemed much pleased with
 what had been done. Drayner called Edna
 while I was there & asked me to wait to say
 hello to her. She had been up on her feet
 yesterday for the first & hoped to go home
 today - said she had received the papers
 we sent & thanked me for them. Drayner
 was in a good frame of mind - covered
 a number of things with him. Came back to
 Dr. Ystie - called Dr. Potter at N.Y.U. & got some
 information on film or work simplification - also
 called the Linguaphone Co. for info. - then called
 Dave at St. & passed the information on to
 him. About 12:30 Drew & I went to

lunch in the cafeteria. Saw Al Pardoe - the
 same old Al - I now asked him whether he
 was coming to the Study Forum to-night - Al
 said "Oh yes! What is the speaker's name -
 I am wearing a kotex"? Well that just
 about proved I saw & met. The name I met
 Hoover then sound a bit like it. - -
 After lunch I called brother Raymond & had
 a nice chat - he still hasn't heard any-
 thing from the college with regards to Herb's
 grades. We are still thinking no news is good
 news. I tried to contact Vic Miller & Jack
 Kerney but neither of them were in. Stopped
 up to see Mr. Baker & discussed the English
 Course for Spanish Speaking IB Men. Baker
 couldn't see the need for going to the ex-
 pense of developing the course - in the first place
 he said there were only about 600 people to
 be considered & of these probably less than
 half would take it. We discussed the possibility
 of making a survey to determine how much in-
 terest - however he wanted Mr. Wilson to give
 an OK to doing that so we left it - that Dr.
 Owen would make arrangements with Mr. Wilson
 to discuss the whole matter further. - I
 stopped in to see Cesar Cangel & discussed

The matter of diploma for the boys in Holland who are taking the extension electronics course. Aaron felt we should send them a copy of the diploma we sent to the town hall in Singapore. He told me he is planning a four months tour of all the Latin & South American Countries to visit IBM Office - however, not possible. I stopped back to see George & reported on my contact with John & George - Aaron agreed we should send just a sample diploma to Holland. - Stopped back to Dale's Office - Drew told me for a portion of the building to locate a spot for a typing room. There is a possibility of some space on the 4th floor - we went up to see Garland Briggs about it & got an OK from him - he seemed more than willing to help us out. Had a nice chat with him on the Study Forum - he explained he couldn't come because his wife is sick. Oh yes! I saw into Dick Watson going thru the sales Dept. He seemed more resigned - came over & talked with me - seemed quite apologetic about not being more active in our general education program - appeared he was working hard to make good. I gave him a good word for Drew on the program - Dick indicated he thought Drew was doing a

swell job. - Keith Martin stopped in Drew
 Office & we had quite a chat - we decided to
 go out for dinner about 5:30. Drew got a call
 from Mr. Watson's Office saying Mr. Watson could not
 attend the Forum to-night. That really took quite
 a load off our minds. Keith & I walked over to
 Schrefts on 58th St. for dinner. I told him
 about my idea of building a city sky line for
 my train platform & asked him to sketch the
 thing for me - he said he would. Told
 me Gene was coming down to N.Y.C. to-morrow
 to spend some time with him in the city. I
 was so low on money I had to borrow
 \$5.⁰⁰ from Keith. Got back to W.H.Q. about
 6:45 - went over to the Club Room for the
 Study Forum - met Mr. Kovacs & talked awhile
 before the meeting got under way about 7:10.
 He is a very tall nice looking man with
 quite a Russian accent. Keith & I sat up in
 front - Anton & Davion came in later & joined
 us in the front row. The IBM Card Group sang
 3 selections - I was surprised to find they were
 led by Harold Hill who used to be on the
 405 Assembly Line in Endicott. Had a chance
 before the meeting to talk with Harold & to
 renew acquaintance. Jack Dixon conducted the

meeting & called on Drew to introduce Mr.
 Kovacs - Mr. Isaac Kovacs gave a really
 dynamic talk on the responsibility of every
 citizen in our Democracy. He certainly is a
 powerful speaker. There were very about 110
 who attended the meeting & it was too late to
 come had been there to hear him. Drew
 conducted the question period following his talk. There
 were more than a dozen questions asked and he
 gave a very good answer of brief on each
 question. The meeting adjourned about 9:20 - several
 stayed to talk with Mr. Kovacs. I saw Mr. &
 Isaac Mahabiah who used to be our neighbor
 in Endicott. Dwyer agreed it was a good talk
 & that is something coming from Dwyer. Kovacs
 with only a gain of 110 - at 1st cost & having
 to pay 200.00 for the speaker it wasn't a
 profitable venture & I'm afraid we will not
 continue the study group at W.H.P. I went
 back to Dwyer office got my car & bags -
 Dwyer & got a cab down to 3rd St. & 6th.
 Ave. Took the cab to Hudson. I called Dorothy.
 She told me Jack was in Buffalo this
 week & wouldn't be back again until the
 end of next week. I said I'd be in with
 them & then turned in about 11:00.

1/22/48 THURSDAY:

A cold stormy day in Endicott - snow
flurries. Porter called me at 6:45 - Bill Davison
got up at the same time - we got off the train
about 7:00 - got a cab out to the home & Bill
took the same cab on into Endicott. Got home
about 7:30. Mary was busy getting the girls off
for school - they took the bus. I called Ray
Davis & arranged for him to have breakfast with
Mr. Reynolds who is here from Maytag Co. at the
Shorestead & then Ray picked me up on his
way to the office about 9:00 - met Mr. Reynolds
who is Personnel Manager for Maytag Co. I
really had a busy day playing hook to Mr.
Reynolds & getting caught up on all my mail
& things which had taken place the two days
I had been away. Learned from Blackie that
he had offered me if my men, Alvin Anderson, to
help Walt Hansen out in the plant on an
emergency situation. It seems a lot of the
paper card stock has been found defective &
they had to do a lot of paper testing. I made
Blackie promise he would give me other help
for I don't want to hold back the material on
the extension electronic course which we are re-
ceiving from the over 3000 envelope. Blackie

also asked me to give him a break down of my
 time spent at the various locations - he told me
 that W.H.Q. now wants a finer analysis of an older
 dept. of education expense. Blackie seemed to think
 it would be to our advantage to split salaries
 between the locations. I gave Blackie the
 following figures this afternoon - ENDICOTT 35%, PH. 30%,
 W.H.Q. 25% WASHINGTON 5% & TORONTO 5%. - Ray
 Jarvis reported he had enrolments to start
 about 750 employees in General Education classes
 next week in our Spring Term. That is the smallest
 enrollment we have ever had. Had Mr. Bequette
 spend some time with Mac Almon this morning. He
 is a difficult man to talk with - especially when
 you have something to tell him, for he keeps talking
 most of the time himself. At 12:00 I took him to
 lunch in the cafeteria. This afternoon I had him
 taken for a tour of the plant & then spend some
 time with Ralph Latourrette on personnel procedure.
 I stopped over to see Mac Almon about manager
 training - Mac was all stirred up over a pro-
 duction job they are making him take over in the
 apprentice shop. He is having to make a set-
 up for 9 of the apprentice boys to work on the
 assembly of the relay to be used in the 602
 machine. Boy! They sure are putting the

pressure on the boys on the production line to make
 a record for Mr. Phillips during his honor month.
 Saw Van Gorden & learned that Alvin Stoltz
 had turned down the idea of working on the
 electricity course - wants to go back on his
 old job & try it again. Van told me he
 still had another idea he is working on - didn't
 say what. The last thing this afternoon I
 took Mr. Reynolds up to see Bill Davison &
 then over to see Van Gorden & to see
 Mr. Dimmitt on their phase of our work. Mary
 stopped by for me about 5:10 - she had Mrs.
 Franklin with her - they had been at a Girl
 Scout Meeting this P.M. - We drove Mr. Reynolds
 up to the Homestead. Mary got supper for Bats
 & Mary Lou - then about 6:45 we got fixed
 up & drove up to the Homestead to the Customer
 Dinner - met Mr. Reynolds & stayed with him -
 introduced him to some of our people. I was
 surprised to see Mr. Armstrong (Army) at the
 dinner - Bill Davison was toastmaster & called
 on Army to say a few words. He is the same
 old Army - told a couple of good stories. Jimmy
 Johnston spoke as an IBM Executive. Mary & I
 left with Mr. Reynolds at 9:10 just before the
 end of the program. Mr. Reynolds had to catch

The 9:37 train at Vestal for Buffalo & Chicago. I stopped by the house & left Mary & then drove on over to Vestal. I waited with Mr. Reynolds until the train came - it was about 10 min. late. Mr. Reynolds seemed more appreciative of all we had done for him to-day. I stopped at Ray's model shop on my way home to look at some models - got home about 10:30. Looked at the paper & to-bed about 11:15.

1/23/48

FRIDAY:

Clear & cold to-day - up at 7:00 - Mary drove me down to the office at 8:00 - took Bob & Mary Lou to school - stopped by John Smith's & paid him the \$2.⁰⁰ for the gas we got last night. Had a busy day at the office - a lot of correspondence to get out. Received the letter from Otton with the letter he had received from Mr. Weller, one of our employees at Plant 1. Suggesting we have a forum on the United Nations in our Sen. Edu. Program. At 11:30 I went to lunch with Ray Jawin in the cafeteria. Lucille Lucare came around to say good-bye to all of us to-day - she is leaving to take a job out in Ann Arbor. A Mr. Stromberg from Oswego - County Agent in charge of 4-H Club Work stopped in to see

me - he was interested in learning what we had done with Visual Aide - I had ~~had~~ him talk with Bruce Buckler - I also spent some time with him on Job Training. Talked with Omer Andrews to-day - he had just started his work over in the plant & wasn't at all happy about it - I tried to explain we all had to help out in the emergency. It seems they are having some trouble with the paper stock & have to do a lot of paper testing so Blackie had asked me to loan Omer to the testing dept. for a few days. Mary stopped by for me about 5:10. Got some groceries on the way home - I started the fire place in the play room as soon as I got home to warm up the place for Don Sweet & his family. They came out about 7:00 - the temperature had gone down to zero or below - it was a very cold evening. Don & Mary and the boys stayed until about 9:15 - it was 6° below zero when they left. Little Frankie & Charlie sure had a big time with the train & gym ball game. Frankie is a very active child - Don had about all he could do to keep him under control. Mary is really blossoming - she is expecting her baby in about 3 weeks. After the sweets left I put new washers in the furnace

on the kitchen fire. Had some trouble with it & worked for more than an hour. Read the papers & To bed 11:30.

1/24/48 SATURDAY:

A real winter day - it was 10° below zero when I got up at 8:00 - we all felt sorry for Frosty the pup - he had been in his dog house all night. He came out & didn't seem to mind it a bit. Mary & the girls have been wanting to bring the dog in the house at night but I have laid the law down against that. Frosty hasn't been eating anything lately & we are worried about the cold getting him down. I helped Mary some with breakfast - had it in the dining room for a change. It is much nicer eating in the dining room. Did some work in my shop & about 10:30 I drove down town - did some shopping for Mary & got myself a couple of pin chucks to hold small dolls. Got back home at 12:00 - The Endicott Lumber & Box Co. had delivered the cord of fire wood I had ordered yesterday - $18''$ wood \$8.95 a cord. I had Mary & the girls help me carry it in & stack it under the cellar stairs. It was good we went right to work

on the wood for it started snowing about 12:30. We didn't realize at the time that it was the beginning of about a 15" snow storm. Snowed all afternoon & evening - I went out after dinner & fed Frosty some new canned meat 'RIVAL' he ate it so I decided to give up my idea of taking him to a veterinarian to see what was the matter with him. Shoveled snow for about an hour. By 5:00 it must have snowed about 7 or 8 inches - Mary & I were beginning to wonder about our drive out to Maine to have dinner at the Bantle. I called Dean Bantle about 5:30 & he said they had plowed the road so we shouldn't have any trouble getting out there. I put my chains on the car this afternoon so I knew I wouldn't get stuck unless it got terribly deep. I also took the aprons off the back fenders - they are only in the way pulling the chains on & off & you run the hazard of getting them bumped & dented on the slippery roads. Mary got supper for Bate & Mary Lou, then we got cleaned up & left about 6:15 for Dean Bantle - It was still snowing just as hard as ever - I was glad I had my chains on for it was pretty heavy driving - most of the road out

The Maine had not been scrapped. Got out to
 Bartle about 7:00 - they had their drive
 well scrapped out but the walk was very
 narrow - I had a bump in the car so I
 kept it over some for Mary to get in. It
 was the first we had seen Bartle home.
 They had fixed over an old frame home,
 built in 1829, and really did a swell job.
 I then showed me all thru the home. We
 were the first one to arrive. It was a
 buffet supper - other guests were Geo. Hanson
 of IBM & his wife, Dr. Allen of T.C.C., Wm. Bunker
 & his wife, an instructor at T.C.C., And two young
 ladies who are instructors at T.C.C. Then
 also the Bartle's daughter Mary Lou & her
 husband Jack Hall who live with the
 Bartles. It was a very nice buffet supper.
 After eating we all sat around the large
 fire place in the living room & Dean
 Bartle read a story to us out of Conestoga
Magazine, then he had them in the group
 do some reading - some of a round table.
 It was much like conducting a class - typical
 for a group of college people. We kept
 moving all evening so we were anxious to
 get started for home - also my left eye

bothered me a lot - it seems I have some type of disturbance, sort of a growth on my eye-lid that irritates my eye ball. It sure is annoying. We left for home about 11:00 - had to sweep a path out to the car - it had snowed 6 or 7" more since we arrived at the Butler. Had to sweep the car off too. I sure was glad I had chains on the car. We gave the girl who helped Mrs. Butler a ride into Maine. It sure was tough going on the road - it hadn't been scraped & the snow was so high it even pushed ahead of the car - but it was very light & fluffy so you could plow right through. Got home about 11:45 - they had scraped Country Club Rd. & piled the entrance of my drive full of snow to a depth of about 3½ feet. I left the car on the road & helped Mary into the home. Got a shovel & shoveled out the entire drive worked nearly an hour on it. It was still snowing but not as bad as earlier. Got the car in the garage & to bed about 11:00. Boy! We sure are having our share of snow & cold weather this winter.

1/25/48 SUNDAY:

A beautiful bright winter day. It had stopped snowing in the night & everything was covered with about 15" of new snow. The sun was beautiful - The temperature was about 5° below zero. Got up about 8:00. I went right out & did some more shoveling now - it had moved about 4" more after I finished shoveling last night at midnight. It was so pretty I took some color pictures of Frosty's dog house & of the house all covered with snow. Finished up my color film & put in a black & white film. Took a number of pictures of the house & of Frosty the dog. After breakfast we all got dressed & about 9:30 drove down to Church for Sunday School. Took my camera along & got some pictures of the Church also of Rev. Banks. We all stayed for Church - very few out to Church this morning - less than half the usual congregation. On part the Stanburbs couldn't get out so Emma went there to take her class so the women's class joined with the men's group. It was the first time I believe Mary & I had ever attended the same Sunday School class. I like the

idea - I wish we met with the women all
 the time. Mary liked Ben Mose as a teacher
 too. After Church I got a picture of Mary &
 the girls shaking hands with Rev. Banks as
 they came out of church. Stopped in Endell
 for the paper - William Sealey came out and
 I took a picture of him & the girls. He brought
 out his new camera. Don had gotten him in
 Europe & I took a picture of him and the girls
 with it. Put on my old clothes as soon as I
 got home & helped Mary get dinner, also
 started a fire in the fire place in the play
 room as we rather expected some ice to stop
 out this afternoon. We had dinner in the
 dining room & slept in the middle of it.
 Mary Lou was sick at her stomach - vomited
 right on the table of all things. I finished
 my dinner in the breakfast room. Helped
 Mary with the dishes after dinner & cleaned
 up the house some. Mary had Mary Lou
 lay down on the couch & took her tempera-
 ture - we were surprised to find she had
 a 104° temperature. We called Dr. Glen-
 dening & he told us to keep her quiet
 & give her aspirin. I went out & shoveled
 some more snow to open up the walks.

Didn't get any company after all. Had some
 supper about 6:30 & then at 7:00 I drove
 down to the Church to attend the service of
 The Westminster Youth Group - they had the
 service in the main part of the church & showed
 a ^{comin.} movie - "A Nation is Born". It showed
 part of Silliman University in the Philippines
 where our Presbyterian missionaries, Dr. & Mrs.
 Cannon are doing their work. It was a good
 film - saw Rev. Banks after the service &
 explained I couldn't attend the Annual Synod
 Dinner at the church to-morrow night. After
 the service I drove on over to Carl Syden's,
 Carl & I tried out our idea on the Wire
 Recorder to make a double recording - it worked
 OK. I helped Carl put the recorder back to-
 gether & brought it home with me about 10:00.
 It was very cold again to-night - down
 to about 6° below zero when I got home. Fasten-
 ed to the radio & read the paper. To-bed 11:00.

1/26/48 MONDAY:

A very cold winter day. It was 18°
 below zero, especially this morning. About 12° below
 over back porch at 7:30 when I came down
 stairs. Many Lou had to stay home from

school to-day. I drove Bala to school on my
 way to the office at 8:15. Went over to see
 Alvin Anderson in the testing dept. first thing.
 He told me he had worked over the weekend.
 They had a whole gang of fellows running
 punched card machine to test paper stock
 that seems to be doing the feed and
 control rolls in the machine. They came over
 to look just when the trouble is caused by.
 Stopped up to see Mr. Almon - he has I
 of his boys assembling the high speed relay for
 the #602 machine. At 9:00 we had a large
 school going - a customer class, one
 small customer engineering class & a group of
 21 Scandinavian Students who are visiting
 IBM. Dr. Olson arrived from N.Y.C. this
 morning & was on hand to speak to the
 group. Bill Davison acted as chairman
 of the meeting. I marched in & sat in
 front of the room with the group of speakers
 as usual. Ray appeared at the door &
 indicated for me to come out - so I
 had to leave the meeting. It was Bill Main
 on the phone from Philadelphia. He was
 discussing about the cost of our Job Training
 Center - I told him how we were trying

Mr. J. C. Lattin - 14
EMPLOYEE TRS.
CUTTING

DINNER HONORING

Student Representatives

from

Denmark, Finland, Norway and Sweden

VISITING THE UNITED STATES OF AMERICA

January 26, 1948

INTERNATIONAL BUSINESS MACHINES CORPORATION

ENDICOTT, NEW YORK

Program

IBM HOMESTEAD

THROUGH THE INTERCHANGE of ideas and persons such as is represented by the visitation of this group to America, and through the United Nations we can make effective the essential virtues of honor, honesty, courage, justice and faith to develop world policies that will be fair to all nations and insure enduring peace.—THOMAS J. WATSON.

THE NATIONAL ANTHEM

DINNER MUSIC

IBM ORCHESTRA, *Edward Reen, Director*

PRESIDING

DWAYNE ORTON, *IBM Director of Education*

GREETINGS

WILLIAM L. LEWIS, *General Manager of IBM Engineering and Production*

REMARKS

JOHN C. LATHROP, *Metropolitan School Study Council, Teachers College,
Columbia University*

ULRIK PLESNER, *Student Representative from Herlufshoo, Denmark*

EGIL TRESSELT, *Director of Public Relations, Scandinavian Airlines System, Inc.*

SELECTIONS

THE STUDENT NURSES' CHORUS of *Charles S. Wilson Memorial Hospital,
Kenneth Myers, Director*

THE VISITING STUDENTS

LARS AMEUS	<i>Stockholm, Sweden</i>
JAN CARLESTAM	<i>Stockholm, Sweden</i>
JOHNNY CHRISTENSEN	<i>Copenhagen, Denmark</i>
SVEN DURING	<i>Goeteborg, Sweden</i>
CASIMIR EHNRROOTH	<i>Helsinki, Finland</i>
ANNELISE HANSEN	<i>Copenhagen, Denmark</i>
MERETE BJORN HANSEN	<i>Aabenraa, Denmark</i>
THOR JOHANSEN	<i>Oslo, Norway</i>
ANDREAS JORGENSEN	<i>Tonsberg, Norway</i>
YNGVE MOLLER	<i>Goteborg, Sweden</i>
HANNE NIELSEN	<i>Odense, Denmark</i>
BRYNJULF OTNES	<i>Fredrikstad, Norway</i>
EVA PAASCHE	<i>Oslo, Norway</i>
ULRIK PLESNER	<i>Herlufshoo, Denmark</i>
CARIN QUARNSTROM	<i>Vastervik, Sweden</i>
NIELS SKYDSGAARD	<i>Copenhagen, Denmark</i>
SVEN STROMHOLM	<i>Upsala, Sweden</i>
EEVA TILUS	<i>Helsinki, Finland</i>
HILDUR VE	<i>Bergen, Norway</i>
ANNE PERNILLE VOGT	<i>Mandal, Norway</i>

GUESTS ACCOMPANYING THE STUDENTS

EGIL TRESSELT, *Director of Public Relations, Scandinavian Airlines System, Inc., New York City*

JOHN C. LATHROP, *Metropolitan School Study Council, Teachers College, Columbia University, New York City*

ROBERT LITTELL, *Senior Editor, Readers Digest, Pleasantville, New York*

MISS HELEN HIETT, *Director, Youth Forum, New York Herald Tribune, New York City*

MISS TORDIS IUELI, *American-Scandinavian Foundation, New York City*

school program over W.E.N.E. Couldn't get the
 little radio I had brought from home to work so
 I had Harry Cook put the large radio on in
 the ^{School} Master & channel it to the speaker in
 Crooksey's Office. I was able to record it OK from
 the speaker in the wall. Barbara sang a
 couple of French songs. At 5:00 I drove over
 to the Radio Station and got Barbara -
 also gave three other children, who were on the
 program, ride home. Stopped back to the
 school for the wire recorder & radio, got
 some groceries & got home about 5:35. I
 had gotten a letter from Jack Arger in
 Buffalo & a letter from Dad - They sure
 are having a real winter in N.Y. I would
 like to go down to see them. About 6:45 Mary
 & I drove up to the Homestead to attend the
 dinner for the Scandinavian Students. It
 was a very nice party - Dr. Aron acted as
 toast master. Mary & I sat with Curt & Gladys
 Johnson & Mr. & Mrs. DeFente - Also a Miss
 Ve one of the Scandinavian Students. The same
 was a nice affair & everyone I am sure
 was much impressed. After the dinner I had
 a chance to talk with Mr. Tyrell of the
 N.Y. State Institute of Applied Arts & Science -

also Mr. Helper the new Superintendent of Schools in Bing. They were very much impressed too. Mary & I came on home about 10:30 - she was concerned about Mary Lou's cold. It is much better however. To bed 11:15.

1/27/48 TUESDAY:

Another very cold day - about 10° below zero again this morning. My eye felt better this morning so I gave up the idea of going to an eye doctor. Got up about 7:00 - Mary Lou stayed home from school to-day - I took Babe to school on my way to the office about 8:00. Had a very busy day at the office. Spent most of the morning giving dictation to Don - Arton had him tied up most of yesterday so I had to catch up. At 11:00 Jim Cahill called me over to the Methods Engineering Dept. I spent about an hour with he & Carol Lynch on arranging for a Work Simplification Training program for members of their dept. using the material & knowledge Carol had gained at N.Y.U. Drove home at 12:00 for lunch with Mary & Mary Lou. I had received a letter from Wayne Seemore Jr., Chairman of the Lafayette Alumni Fund asking me to be the new or the Fund representative for my class of '33. - I called Dwayne (Arton)

This afternoon I asked his approval to accept. I told him I thought ^{Dr.} Hutchinson had been involved in the matter & in view of Mr. Watson's interest in Lafayette I thought it might be well to accept it. Dwayne agreed with me & indicated it was certainly a legitimate civic activity, and told me to go ahead with helping the College. After lunch Mary got dressed & about 1:30 she drove me back to the office - she was all dressed up in her new hat - the one Mary Ark had made for her and she was going to Marcella (Johnston) to play bridge. I tried to have her let me get a picture but she wouldn't. Actually Mary just doesn't seem to give a damn about having a record of anything - pictorially or otherwise - she sure is. We stopped on our way down & I took a picture of the new Methodist Church being built on Country Club Rd. Had a good afternoon - my eye didn't bother me so much & I sure was thankful. Stayed over to see Tom Jover in his grand house on top of Bldg. 28. Arranged with Tom to stop over to see his wife recorder & speaker the evening. Tom has been doing some new tricks with his outfit. Tried to see Cy & Elwain to-day on manager training but he

was out of town. Mary stayed down for me at
 5:00 - we gave Don Sweet & Lynn Selley a ride
 over to their home. We hurried around with
 supper so we could get an early start to see
 the Jones - but it took us so long we changed
 our plans - I called Tom & asked he & Mary
 to come down to call on us first as Mary had
 to get Bob & Mary Lou to bed. They got a
 taxi out to the home about 8:15. Tom brought
 his new speaker & the meter he uses on his
 wire recorder. We had some fun making various
 tests - his speaker really works very well - he has
 a 12" speaker mounted in a telescoping drum affair.
 It responded very well - especially on the low
 notes. Made several more recordings. Then he
 made a recording of a demonstration of the
 train platform using the Voice Switch - made
 the recording on the wire recorder & then took
 it down to the playroom & tried it on the train
 platform Voice Control - it worked well. The
 train was started & stopped by the wire recorder -
 went thru all its game perfectly. Got quite
 a kick out of it. Mary treated on the Hawaiian
 Fruit Cake & wine. etc was about 10:00 when
 we left for the Jones - drove Mary & Tom
 home & had a short visit with them. Tom

showed me the Vleeden Counter he had installed on his Wine Recorder. It works very well. Mary had some coffee & cookies for us. Tom has his whole apartment wired up for sound - he has a speaker in practically every room. Mary Jones isn't too strong & has to get her sleep so we left for home about 11:00. Home & to bed about 11:45.

1/28/48 WEDNESDAY:

Another bright cold day. Got up at 7:00 - 10° below zero again this morning. Mary & Mary Lou go back to school this morning. I drove she & Babe down to school on my way to work this morning at 8:00. Had a busy day - called Joe Bell at Lafayette this morning & told Joe I would accept the job as Fund Representative for my class of '33 for the Alumni Fund Campaign but wanted him to help me pick 5 men to help me who would really get out & do some work. Joe seemed pleased to know I would help. At 10:00 I went down town, took the check down to the bank - also got a hair cut on my way back to the office. At 11:30 I went over to the cafeteria with Ray for lunch.

Greatest of All Calculating Machines

Dedicated to World Science by IBM



EQUATIONS USED FOR COMPUTING THE POSITION OF THE MOON ON THE IBM SELECTIVE SEQUENCE ELECTRONIC CALCULATOR

t = NUMBER OF DAYS FROM DECEMBER 31, 1899

$$L = +0.75121\ 27392\ 0 + 0.03660\ 1\ 020\ 28460\ t \\ + 0.00000\ 00000\ 00004\ 12965\ t^2 \\ + 0.00000\ 00000\ 00000\ 00000\ 01077\ t^3 \\ + 0.00001\ 10108\ \sin\ [0.53734\ 104 - 0.00001\ 01044\ 17\ t \\ + 0.00000\ 00000\ 00025\ 60\ t^2] \\ + 0.00000\ 06481\ \sin\ [0.14222\ 222 + 0.00000\ 15362\ 38\ t] \\ + [27\ \text{TERMS SIMILAR TO THOSE ABOVE}] \\ D = [33\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } L] \\ J = [40\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } L] \\ I = [8\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } L] \\ F = [38\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } L] \\ b_k = [3\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } L]$$

$$\text{LONGITUDE } (= + 12960\ 00\ L \\ + [2369.902 + 0.00000\ 0294\ t - 9193\ b_k + 0.0013] \sin\ (2D) \\ + 22639.500\ (1.00000\ 2208) \sin\ (1I) \\ + 769.016\ (1.00000\ 2208)^2 \sin\ (2I) \\ - 668.111\ (1 - 0.00000\ 00683\ 20\ t) \sin\ (1I) \\ - 411.608\ (1.00000\ 2708 + 139.978\ b_k)^2 \sin\ (2F) \\ - 0.010\ (1.00000\ 2208)^2\ (1 - 0.00000\ 00683\ 20\ t)^2 \sin\ (2I + 3I + 2D) \\ + [215\ \text{TERMS SIMILAR TO THOSE ABOVE}] \\ + 0.019\ \sin\ (0.84436\ 01544 + 0.00019\ 08338\ 8851\ t) \\ + 0.022\ \sin\ (0.62973\ 1821\ t - 0.06590\ 17070\ 2165\ t) \\ + [582\ \text{TERMS SIMILAR TO THOSE ABOVE}] \\ \delta S = + 22609.07\ (1.00000\ 2208) \sin\ (1I) \\ + [194\ \text{TERMS SIMILAR TO THE ONE ABOVE}] \\ + 0.020\ \sin\ (0.13545\ 2029\ t - 0.02535\ 54072\ 5763\ t) \\ + [39\ \text{TERMS SIMILAR TO THE ONE ABOVE}] \\ \delta \text{LAT.} = [154\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } \delta S] \\ N = [12\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } \delta S] \\ \gamma C = [146\ \text{TERMS SIMILAR TO THOSE ABOVE FOR } \delta S]$$

$$\text{LATITUDE } (= + \delta \text{LAT.} + (18519.750 + \gamma C) [(1 + 139.978\ b_k) \sin\ (F + \delta S) \\ - 0.00033\ 6992\ (1 + 139.978\ b_k)^2 \sin\ 3(F + \delta S) \\ + 0.00000\ 0216\ (1 + 139.978\ b_k)^2 \sin\ 5(F + \delta S) \\ + 0.00005\ 3996\ N]$$

$$\sin\ (\text{PARALLAX}) = + 3422.7000 + 186.5398\ (1.00000\ 2208) \sin\ (1I) \\ + [165\ \text{TERMS SIMILAR TO THE ONE ABOVE}] \\ + 0.0012\ \sin\ (0.72642\ 64891 + 0.03485\ 98579\ 9131\ t) \\ + [80\ \text{TERMS SIMILAR TO THE ONE ABOVE}]$$

$$\text{PARALLAX } (= + (1 - 0.00004\ 6747) \sin\ (\text{PARALLAX}) + 1/6 [\sin\ (\text{PARALLAX})]^3$$

SUMMARY OF OPERATIONS REQUIRED FOR COMPUTING AND CHECKING ONE POSITION OF THE MOON

DIGITS IN BASIC INPUT DATA AND INSTRUCTIONS	165,000
ADDITIONS AND SUBTRACTIONS	10,710
MULTIPLICATIONS	8,680
TABLE LOOK-UP OPERATIONS	1,870

LINES OF SEQUENCE INSTRUCTIONS REQUIRED	1,170
LINES OF SEQUENCE PERFORMED BY CALCULATOR	10,350

TIME REQUIRED	7 MINUTES

MACHINE MATHEMATICS AT ITS PEAK — This room-sized Selective Sequence Electronic Calculator, dedicated to science today by IBM, can carry out computations hitherto impossible. In the foreground are the operator's console, printers, card punches and card readers. Key panels of the series from left to right around the wall include card reading tubes, sequence tubes and relays, reference tables, the relay "memory," control relays, the tape "memory," the arithmetical unit, and the electronic "memory."

Overall Productive Capacity Tops 'Anything Ever Conceived'

By LEWIS E. SWEET

Binghamton Press Endicott Bureau Chief

International Business Machines Corp. has unveiled the outstanding calculating machine of all time.

It was promptly dedicated by Thomas J. Watson, IBM president, to the use of science throughout the world.

Named the IBM Selective Sequence Electronic Calculator, the huge machine occupies all of a specially designed chamber of the first floor of a building on New York City's 57th Street.

Much of the engineering, manufacturing and assembly work was done in Endicott.

'BEYOND IMAGINATION'

The new calculator possesses about 250 times the productive capacity of the IBM Automatic Sequence Controlled Calculator built by IBM and presented to Harvard University in 1944.

Its overall productive capacity is far in excess of anything previously conceived, and problems heretofore avoided by mathematicians as hopelessly time-consuming may be carried out through its use.

The speed of its computation is almost beyond imagination.

The sequence calculator can, for example, perform 3,500 additions of 19-digit numbers in one second.

IN QUINTILLIONS

It can perform the same number of subtractions of figures in the quintillions in a single second.

The new calculator consists of

'Memory' Of Calculator Is Boundless

Here are some of the specifications on construction and performance of IBM's new electronic research calculator:

The machine, whose procedure is based on that of the human mind, can "remember" 400,000 digits in tubes, relays and punched tapes for immediate recall.

Through the use of punched cards, its memory storage capacity is nearly unlimited.

The machine can "read" from punched tapes at the rate of 140,000 digits a minute, and from punched cards at the rate of 30,000 digits a minute.

It can "write" from 16,000 to 24,000 digits a minute.

The calculator can perform in one second 3,500 additions or subtractions of figures which look like

+0.020 sin (0.13545 202 + 0.02535 540/2 57/83 1)

+ [39 TERMS SIMILAR TO THE ONE ABOVE]

δ LAT. = [154 TERMS SIMILAR TO THOSE ABOVE FOR δ S]

N = [12 TERMS SIMILAR TO THOSE ABOVE FOR δ S]

γ C = [146 TERMS SIMILAR TO THOSE ABOVE FOR δ S]

LATITUDE (= + δ LAT. + (18519.750 + γ C) [(1 + 139.978 δ_{γ}) sin (F + δ S) - 0.00033 6992 (1 + 139.978 δ_{γ})² sin 3(F + δ S) + 0.00000 0216 (1 + 139.978 δ_{γ})³ sin 5(F + δ S) + 0.00005 3996 N]

sin (PARALLAX) = + 3422.7000 + 186.5398 (1.00000 2208) sin (1/)
+ [165 TERMS SIMILAR TO THE ONE ABOVE]
+ 0.0012 sin (0.72642 64891 + 0.03485 98579 9131 1)
+ [80 TERMS SIMILAR TO THE ONE ABOVE]

PARALLAX (= + (1 - 0.00004 6747) sin (PARALLAX) + 1/6 [sin (PARALLAX)]³

SUMMARY OF OPERATIONS REQUIRED FOR COMPUTING AND CHECKING ONE POSITION OF THE MOON

DIGITS IN BASIC INPUT DATA AND INSTRUCTIONS	165,000
ADDITIONS AND SUBTRACTIONS	10,710
MULTIPLICATIONS	8,680
TABLE LOOK-UP OPERATIONS	1,870
* * * * *	
LINE OF SEQUENCE INSTRUCTIONS REQUIRED	1,170
LINE OF SEQUENCE PERFORMED BY CALCULATOR	10,350
* * * * *	
TIME REQUIRED	7 MINUTES

WANT THE MOON?—If you do, you'll have to know where it is, and the moon's position at any given instant involves 165,000 mathematical factors, plus 10,710 additions and subtractions, 8,680 multiplications and 1,870 references to logarithm tables. New calculator completes the computation in seven minutes.

Named the IBM Selective Sequence Electronic Calculator, the huge machine occupies all of a specially designed chamber of the first floor of a building on New York City's 57th Street.

Much of the engineering, manufacturing and assembly work was done in Endicott.

'BEYOND IMAGINATION'

The new calculator possesses about 250 times the productive capacity of the IBM Automatic Sequence Controlled Calculator built by IBM and presented to Harvard University in 1944.

Its overall productive capacity is far in excess of anything previously conceived, and problems heretofore avoided by mathematicians as hopelessly time-consuming may be carried out through its use.

The speed of its computation is almost beyond imagination.

The sequence calculator can, for example, perform 3,500 additions of 19-digit numbers in one second.

IN QUINTILLIONS

It can perform the same number of subtractions of figures in the quintillions in a single second.

The new calculator consists of several basic elements which have been proved in commercial use or have been under development for many years at the company's engineering laboratories.

It combines, for the first time, electronic speed with vast "memory" capacity and highly flexible sequencing facilities.

All the fundamental arithmetical operations that may be called for in the processes of higher mathematics are performed electronically.

Without the aid of moving parts, the machine performs additions, subtractions, multiplications, divisions and shifts columnar relationships of numbers.

CEREMONY HELD

The formal IBM announcement emphasized that the electronic calculator is equipped with the necessary control to utilize this immense speed and capacity on the most complex problems of science in universities, government and industry.

Leaders of international reputation in science, education, government and business were guests at the dedication ceremony yesterday.

They heard Mr. Watson declare: "As we stand within the structure of this new electronic calculator, I am moved by three related things.

"First, I am deeply impressed with the scientific progress that has made necessary the construction of such a machine.

"Second, I have profound admiration for the scientific progress that has made possible its construction.

'A SMALL TOOL'

"And third, I am fully aware of the fact that this calculator is simply a small tool to assist in the work that our great scientists are carrying on for the benefit of mankind.

"It is with a mixed feeling of humility and of confidence in the future," Mr. Watson added, "that I dedicate this calculator to the use of science throughout the world."

To effect the practical use of electronic speed in the new calculator, IBM engineers had to whip three key problems.

Engineering had to devise adequate means of getting data and procedural instructions into the machine and getting results out of it.

They had to devise a gigantic "memory" capacity for the storing of huge masses of numeral detail

'Memory' Of Calculator Is Boundless

Here are some of the specifications on construction and performance of IBM's new electronic research calculator:

The machine, whose procedure is based on that of the human mind, can "remember" 400,000 digits in tubes, relays and punched tapes for immediate recall.

Through the use of punched cards, its memory storage capacity is nearly unlimited.

The machine can "read" from punched tapes at the rate of 140,000 digits a minute, and from punched cards at the rate of 30,000 digits a minute.

It can "write" from 16,000 to 24,000 digits a minute.

The calculator can perform in one second 3,500 additions or subtractions of figures which look like this:

9,000,000,000,000,000,000.

Also in one second, it can perform 50 multiplications of 14-digit numbers or 20 divisions of 14-digit numbers.

The machine contains 12,500 electronic tubes, 21,400 relays and 40,000 pluggable connections.

It is cooled in operation by a system which provides the equivalent of cool air derived from melting 53 tons of ice every 24 hours.

It is divided into three fire zones equipped for automatic or manual fire control.

that accumulate in the process of calculation.

MASSSES OF DATA

And they had to devise a highly flexible means of guiding the flow of numbers through all phases of the calculation.

As great masses of numerical data and instructions are fed into the machine, they are automatically assembled, sorted, checked and arranged in the most efficient order for solution of the problem at hand.

The "memory" capacity, which far exceeds that of any other calculating machine, is large enough to accommodate 500,000 digits which are arranged in electronic circuits and recalled by the machine as desired.

The machine is equipped with two methods of recording results. Printed records may be made at the rate of 24,000 digits a second. Or punched card records may be made for future printing at any time.

22 ENGINEERS' WORK

Twenty-two IBM engineers in the metropolitan area and Endicott participated in the research and engineering which perfected the new calculator.

Prof. W. J. Eckert, director of IBM's Department of Pure Science, and of the Watson Scientific Computing Laboratory of Columbia University, figured largely in the establishment of original specifications.

Professor Eckert will direct the research program being planned for the new machine.

F. E. Hamilton, IBM senior engineer, directed the calculator's design, construction and assembly. R. R. Seeber, Jr., of the Watson laboratory at Columbia, served as liaison representative for engineering and scientific groups which worked on the project.

After lunch I drove over to Union & did some shopping - got back to the office about 12:30. This afternoon Mac stopped over to discuss raise for his men. I went over to see Walt Harris about letting two of the managers of the Sheltered Workshop take on manager try program. Walt agreed with me that they shouldn't be allowed to come in with our Dept. Managers, but could take J.I.T. or J.R.T. with our mngs. Tried to see Cy McElwain again today but he was out of town. Stopped over to see Morris Craver with Ray Jarvis about revising our Mfg. Analysis Comm. Morris is willing to help us with it. Also stopped in to see Harold Pitkin & discussed the possibility of setting up a try program for time before & Sept. checks. Also mentioned the possibility of sending Harold to N.Y.C. for the next North Singification Round Table. I think Harold would like that. Ray & Bob are busy this week getting the classes started for our Spring Term of the General Education Program. There is some overtime in the plans that it is hurting our attendance. Ray reported 83% attendance Monday Sept & 87% last evening. This doesn't seem bad but it is when you

considered it usually had a number of new
 smaller the firm size of clams. Our enroll-
 ment in the lower in Plans ², this term
 than it has ever been. In fact it will pro-
 bably be only 600 to 650 employees taking
 course when the clams peel off. Drove
 home at 5:10 - all the local papers to-
 day carried a story on the dedication of
 the new IBM Selective Sequence Electronic
 Calculator at W.H.Q. - It was dedicated to
 World Service by Mr. Watson yesterday. - I
 want Ray to see this machine - it is really
 the best word in calculator. Read the papers
 & at 6:30 I drove down to the E.I. Division
 for the Young Man of the Year Dinner. Picked
 up Ed Keedy at the plant & gave him a ride
 over. Ed has been working night & day with
 the boys on the testing job to determine the
 trouble being caused by the paper or card
 stock causing the contact rolls. The same is
 a serious problem for I.B.M. The dinner was
 late getting started - it was a joint meet-
 ing of all Service Clubs with the Jr. C. of C.
 It was very poorly attended - expected 350 &
 there were only 150 present. They served a
 very nice baked bean meal, country style.

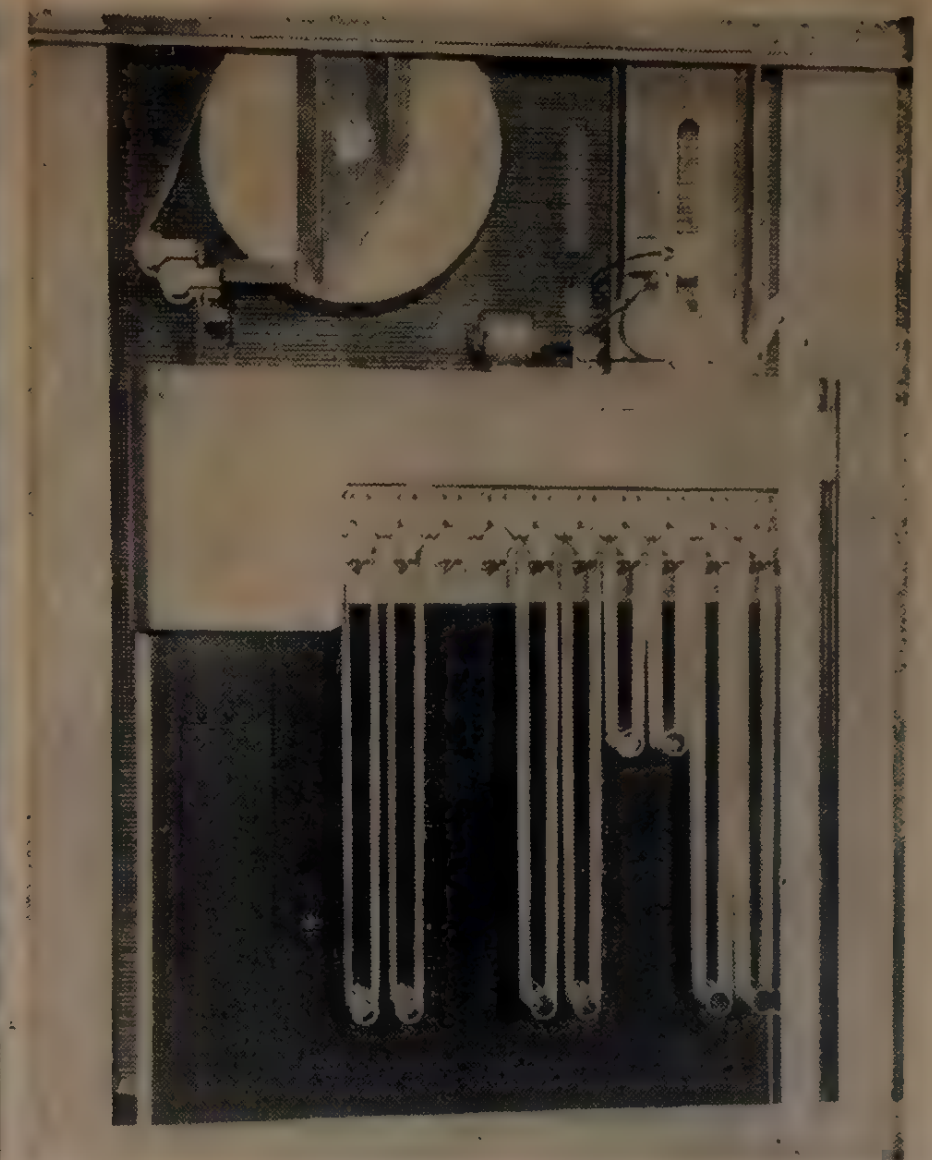
Fastest 'Robot Brain' Begins Operation at IBM World Headquarters



● **AT DEDICATION**—IBM Senior Engineer F. E. Hamilton and President Thomas J. Watson of IBM at the dedication of the electronic calculator. The plaque reads, "This machine will assist the scientist in institutions of learning, in government and in industry to explore the consequences of man's thought to the outermost reaches of time, space and physical conditions—T. J. Watson."



● **WORLD'S FASTEST ROBOT BRAIN** — IBM selective sequence electronic calculator which has been set up in world headquarters of IBM at 590 Madison Ave., New York City. The machine will be fed by means of punched cards, with problems faced by scientists in pure and applied science throughout the nation. The "brain" manipulates mile-long series of large numbers. The calculator can take numbers like 16,457,985,753,902 and multiply them by each other 50 times a second. It multiplies, scores the result in the memory machine and then feeds it back into the problem in a week or in a thousandth of a second as required. In many respects, the IBM Selective Electronic Calculator follows the pattern of man's mind in performing sequences of complex calculations. The machine reads numbers involved in the problem and reads the instructions that have been prepared for its solution.



● **MEMORY MACHINE**—One of the three punched-hole memory units of the IBM selective sequence electronic calculator which consists of ten reading stations and a device for punching intermediate results in continuous card-stock tapes for use as needed in later phases of a calculation. Such punching is done at the rate of 1,100 lines a minute and each line of punching stores 19 digits and an algebraic sign.

New Calculator

● **AT DEDICATION**—IBM Senior Engineer F. E. Hamilton and President Thomas J. Watson of IBM at the dedication of the electronic calculator. The plaque reads, "This machine will assist the scientist in institutions of learning, in government and in industry to explore the consequences of man's thought to the outermost reaches of time, space and physical conditions—T. J. Watson."

New Calculator Dedicated at Rite In N. Y. Office

Special to The Bulletin

● **New York**—The world's fastest "robot brain" is in operation today at world headquarters of International Business Machines Corp., 590 Madison Ave.

The giant IBM selective sequence electronic calculator was dedicated to science and industry yesterday at ceremonies attended by the great and near-great scientists of North America and some from overseas.

The calculator, in the fields in which it will be used, will enable experts working in pure or applied science to solve problems that could not be solved without it, or which would take many years to work out.

A luncheon was held at the world headquarters and afterwards the guests went to the big glass and steel room on the first floor where the machine is housed.

Mr. Watson in a short address said:

"There never has and never will be a machine age; it has always been a man age. Today we are living in the greatest age mankind has ever lived in.

He continued:

"As we stand within the structure of this new electronic calculator, I am moved by three related things. All three concern the scientists of our nation and of the world.

"First, I am deeply impressed with the scientific progress that has made necessary the construction of such a machine.

"Second, I have profound admiration for the scientific progress that has made possible its construction.

"And third, I am fully aware of the fact that this calculator is simply a small tool to assist in the work that our great scientists are carrying on for the benefit of mankind.

"It is with a mixed feeling of humility and confidence in the future, therefore, that I dedicate the selective sequence electronic calculator to the use of science throughout the world."

The calculator consists of several basic elements which either have been proved in commercial use or have been under development for many years at the company's engineering laboratories.

The calculator possesses approximately 250 times the productive capacity of the IBM Automatic Sequence, Controlled Calculator built by IBM and presented to Harvard University in 1944.

Storage (or memory capacity is 400,000 digits in tubes, relays and punched tapes. Through use of punched cards, storage capacity becomes virtually unlimited.

Reading speed from punched tapes is 140,000 digits a minute; from punched cards, 30,000 digits a minute.

15
TS TO 8:30 P. M.

... got out to eat so I left two right after
the meal - about 8:00. Drove Ed back to the place
then stopped around to the Reford Shop on West-
ington Ave. Got some dye & a pair of long nose
pliers. Drove home about 8:30. Read my
last issue of the Lafayette Alumni - I had to
get up to date on happenings at Lafayette if
I am to be Chairman of my class of '33 in
the Alumni Fund Drive. Got packed up &
about 10:30 my car with me over to the
station in Bensington. Got on the yellow
coach about 11:00 after having a plate of ice-
cream. TURNED in about 11:20.

1/29/48 THURSDAY:

The Porter called me about 5:50 - hurried
about getting shaved & dressed. Got off the train
at Oldham about 6:20 - The train had just gotten
in - it was over an hour late. Took the Hudson
Tunnel to 33rd St. & then a Taxi to Grand
Central. Got there about 6:45 - had time to
get some coffee & donuts before boarding the
7:10 train for Poughkeepsie. It was a beautiful
day - got into Pk. about 9:15 - took a
taxi up to the Nelson House and checked
in - then called Dave Sanford - Dave

drove up town & got me - we discussed
 our strategy for seeing Bill Main to-
 day on the Job Training Center. Got to the
 plant about 10:00. Called Bill's office but
 he was out in the plant. I was sur-
 prised to see Ray Chapman at the plant.
 He joined Dave & me in a discussion
 on our General Education Program. About
 11:30 Bill Main stopped in to see Bibby -
 but Dave was out so Dave & I took
 the opportunity to discuss Job Training with
 him. Bill had Dave & me join him
 in Bibby's office where we had quite a
 session - Bill was in a real mood -
 did a lot of kidding but I was able to
 get him to see some practical value
 in what we had planned to do on
 the Job Training Center and got him to
 call a meeting at 2:00 of the other members
 of Top Management & some of the managers
 to discuss the Job Training set-up. Ray
 Chapman stopped in Bibby's office and
 joined us - he told us of his session
 at M.H.Q. with Mr. Watson on plans
 for a new plant at Toronto. They had
 been working on plans for a new plant

To be built on near the County Jail about 13
 miles from Travis. Mr. J. P. Watson didn't ap-
 prove the plan. Bill disclosed that they were
 already planning another new building for Pk.
 He kidded me about getting after Mr. Watson
 on the matter of building a school on Pk. I
 believe he is right we shall really go on &
 do a little selling on the idea. Ray went
 to lunch with Doc & me in the cafeteria
 about 12:00 — I saw Paul Quinn & arranged
 a ride back to Enid on tomorrow afternoon.
 Was surprised to see Denny Huffman in the
 plant after lunch — I didn't get a chance to
 ask him what he was doing — I thought
 he had left I.B.M. At 2:00 Doc & I went
 over to Bill's office for the meeting on
 job training — Bill had called about 8 of
 the top management men to get — Joe
 McManis, Bob Estes, Steve Bandy, Joe Huffman,
 Walter Estes, Livingston & Taylor. He told the
 boys his idea on the Job Training Center — said
 he doubted the possibility of having the
 new employees all going to a Training Center
 when they go to so many different jobs.
 He asked me to present my side of the
 story & I offered several alternatives and

asked the group to indicate what they felt
 to be practical. I was pleased with the favorable
 reaction on the part of all the fellows. We all
 agreed to have the program set up on the
 basis of a series of 2 hr. sessions & have
 the manager assign his new employees to
 take one or more or even all of the 2 hr.
 sessions. Bill even arranged to have a
 General Manager Meeting next Wednesday
 to announce the program to all of the
 managers. I was very much pleased with
 the results of our meeting. Paul Marini
 was at the plane to-day - Bill told
 me about his job of locating space for Paul
 to bring an important Electronic Lab up from
 N.Y.C. - Boy there sure is a lot going on
 in IBM these days! About 3:00 Dae & I
 had Clare Vaughn ride up town with us to
 preview some films Dae had gotten - The
 movies on Vok Simplification received from Prof.
 Porter at N.Y.U. We decided we couldn't see
 them. Got back to the plane about 5:00. At
 5:15 Dae started Walt La Bane in his
 class on Production Control - he has a small
 big class of about 50. Then we went down
 to the lower building where Dae gave a

for instruction to a new class in H. D. C. B. of the Electric Typewriter. There we were in town & stopped around to the Singer Sewing Machine Place - Dae introduced us to Rye.

The instructor of the night briefly to the group of 8 girls then to start their course in sewing. Dae had 8 sewing classes this term. Dae dropped me at the store about 6:10 - I called the place to arrange to eat with Reg Chapman - because he had left for town - couldn't locate him so I ate alone & ate alone in the Coffee Shop here at the Upper House. After eating I went Reg in the lobby - he had eaten in the Dining Room. He came up to my room with me for awhile - then about 7:30 we went on to the class room. Reg had seen some one set up for an Edin. Edin. Program at Pk. Wilbur was there - he had a class in Typing he was teaching. I had Reg sit in on Mollie Rouse's Products class. Mollie asked me to speak to the class & I took the opportunity to introduce Reg to the group. I also spoke briefly. I was also out in on Frank Fitzgerald's class in French - I introduced Reg to the class.

It was the first Frank had taught for in
 town he did very well. Dave stayed back
 about 8:00 - ~~Will~~ Will told me his wife had
 a bad attack at dinner & they had called a
 doctor - so we had Will go on home. I
 called Mrs. Atkinson & had a chat - learned
 she plans to go to Florida with Jack &
 Minnie leaving on the 15th. of Feb. I told
 her we were planning to be down home that
 weekend & we would probably see them off
 for the South. Reg had to leave about
 9:00 to catch a train home to Toronto.
 I came back to my room - did a little
 work on the model steam engine but I had
 in my bag. Read the Reader's Digest -
 Took a shower & to bed about 11:30.

1/30/48 FRIDAY:

A beautiful bright, cold winter day in
 Poughkeepsie. Got up at 6:45 - had bk. in the
 coffee shop at the Nelson Home - then checked out.
 Dave stopped by for me at 7:45 - we gave
 Agnes McCallough a ride down to the plant.
 Dave spent most of the day with his
 Production Program - had 40 new employees
 to induce. I sat in on the program most

of the morning. Dave had a good program -
 well developed, a few single yellers to him.
 It was a very large group for the conference
 room - too large to do a good job. At 12.00
 Dave & I drove down to the lake city. Had lunch
 with Arnold Gagne - talked over some specific matters
 with him. Came back to the induction session
 about 1:00 - Bill Wain stayed in & talked to
 the group for a while & about 1:30 Dave & Billy
 came in & talked for a few minutes. They
 always take part in each induction session.
 Dave asked me to cover our General Education
 Program with the group. I talked to them
 about 20 min. Got a ride back with Paul
 Robin - Dick Wain - for Edith came
 back with us - we left the place about 3:00.
 Drove down to Beacon & then Paul picked
 up a young fellow, Witches, ~~that~~ for Biglante
 who had been riding with Fridge with Paul.
 The roads weren't too bad coming up - but most
 of the way. Paul's old Chevy had a heater in
 it however the thermostat didn't work quite
 right & the water ran too cool to heat the
 heater give off much heat. It was really a
 cold evening too - 10° above when we
 left the place & 6° below zero when I

got home about 7:30. Paul made fairly good time - we didn't make any stops. I sat in front with Paul - had a good chat with him on the way up. Mary got me some supper - she & the girls had eaten. Mary had a terrible cold - she was almost down & out. Spent a quiet evening reading & listening to the radio. The radio kept asking everyone to conserve on the use of gas. There is a serious gas shortage & it is feared some will be without heat. It seemed almost silly to ask people to use less gas when the temperature outside is down to 10 to 20 degrees below zero. It sure is a terribly cold night. To-bed 11:00.

1/31/48 SATURDAY:

Got up at 8:00 - The radio reported 25° below zero at the airport. It about 20° below on our back porch. I believe that is a record for this year. The gas company kept broadcasting pleas to all gas users to go easy on gas consumption. It sure seemed silly with the temperature down to 25° below. We are glad we are not heating with gas, as I guess the situation is really bad. In fact

oil supplies are low too but not nearly so critical as gas. It was a beautiful bright day but very cold. After breakfast I went out & gave Frosty the dog a run up the road. He doesn't seem to mind the cold at all. By! He was in town to spend the night with 20 & 25 degrees below zero one door in his dog house. About 9:30 I drove down town Endicott & did some shopping. Stopped at John Smith's & had my radiator checked - it tested for 11° below - I tried to get more Anti-freeze but find any. Had a lot of grain to get for Mary. Stopped in the new Grand Union on Main St. it's a well place to stop. Drove over to Union & stopped in Twigs Hobby Shop - got another car for the electric train & Geo. gave me some tips on how to assemble the circus wagon kits. Got home about 11:30 - stopped in Seelye's at Endicott for some ice cream. Gilbert showed me the first picture he had taken with the camera that his son Donald had gotten in Germany - some good pictures. Helped Mary with lunch - spent most of the afternoon working on my first circus wagon kit - the ticket wagon. I had

some trouble with the front wheel truck but
 I got it all assembled this afternoon. It sure
 looks nice. It remained very cold all day -
 about run down I went out with Babe and
 Mary Lou to give Frosty a run. It was
 so cold, about 6° above, we didn't stay out
 long. Freddie Branch called this afternoon
 & asked us over to spend the evening. Mary
 accepted even though her cold was very bad
 yet to-day. Helped Mary get supper and
 washed the dishes afterward. - We left about
 9:00 for Binghamton to call on Freddie &
 Mary. They still have 2 dogs & a cat it
 is almost like going into a zoo or some
 thing. Had a very enjoyable evening just
 talking with the Branches - Fred brought
 me up to date on the old dept. I used
 to work in - a lot of changes had taken
 place since I was in the dept. David,
 Fred's oldest son was out for the evening and
 got in about 11:00 - he gave us an interesting
 report on the party. Fred & I got to
 dining lodges - I learned Fred is a
 Mason & from what he said about it
 I'm about convinced I shall put in an
 application for membership. Fred doesn't

That Connie DeVente had gotten his boys
 in Binghamton for maintenance. Mary had
 some repairs about 11:30 - it was about
 12:15 when Mary & I left for home - by
 it was very cold - down to more than 10°
 below again. We are all having a real
 winter! The gas company began filling our
 the radio for energy to use less gas. I'm
 just many children to check the yard this
 down to those who find it necessary to look
 this down due to a heating shut down.
 etc more really be critical. To bed 12:45.

FEBRUARY 1948

2/1/48 SUNDAY:

Another very cold day - it was 18° below zero when I got up about 8:00. We hurried around & at 9:30 I took Babe & Mary Lou down to Sunday School. Mary didn't feel so well so she decided not to go to Church. I stayed for my Sunday School Class - The room down stairs in the Church was so cold we could hardly stand it. I'm afraid I caught more of a cold. Our speaker for the morning couldn't come however Ben Wren, our instructor had the Gentlemen who was to be our preacher for the morning, Dr. J. Stewart Kumble speak to us. Rev. Banks was sick in bed so Dr. Kumble had been engaged to substitute for him at Church this morning. I didn't stay for Church - brought the girls on home - I was glad to get home & to get warm again. Started the fire place down stairs to get the place warmed up as we expected the Brandens & the Malms over this afternoon. I called Alf this morning & invited them to come over. Alf was having some difficulty with their gas furnace due to the low pressure

and didn't know whether he could leave. I helped Mary with dinner - did the dishes after dinner.

Margie Brand called about 2:30 & said Fred and Kenneth couldn't come down on Kenneth had a fever & was getting a cold & Fred would have to stay with him. I asked Margie to call Eleanor Palmer & perhaps they could get together. I got the train players all fixed up for a good demonstration - made a wire recording of a typical demonstration of the Voice Relay. Sally Kirk came down to play with the girls. About 4:00 Margie Brand & David came with Eleanor Palmer and Dickie & Linda. Alf had to stay home with the furnace. The kids really had a big time - Dickie liked the pin ball game & David the train. Linda especially liked the station outfit & the doll house. And all the kids liked the wire recorder. I demonstrated the wire recorder controlling the train but it didn't work so good. We had some fun making recordings of the children - I was surprised with the way David performed with the wire recorder. He did very well - they all got a tremendous kick out of hearing themselves.

I also showed some movies. The film left about 6:30. I helped Mary some with ~~film~~ supper. This evening I developed three 35 m.m. films - haven't done any developing for a long time. Read the paper - loaded three film cartridges & to-bed about 12:00.

2/2/48 MONDAY: GROUNDHOG DAY

Much warmer to-day - 12° above zero this morning at 7:30. Got up about 7:00. Mary took me down to the office about 8:15 - took Bob & Mary Lou to school. The sun came out this morning so the Groundhog saw his shadow - wore luck - I hope that doesn't really mean that we are to have 6 more weeks of cold weather. Had a very busy day at the office - a lot of correspondence to get out. At 9:00 we had a school opening - Ben Kinton was over to represent the plant - Bill Davison called on Van Dorden to say a few words in as much as he also had a Canton Engineering Group opening a school. Jack had told him not to call on him but Bill did as anyway. Blackwell stopped over this morning - Ray & I had a session with him on costs. Arner Andrews stopped in to

see me - he was all disturbed about having to
 continue his work with the gang testing paper. That
 project is still going - the problem is still not solved.
 I was able to straighten Owen out by explaining how
 important the testing job is to the company. Saw
 Mrs. Allen & had quite a chat - told her of my
 chat with Arnold Lyman at Pk. Called Dave
 Sanford to tell him of my discussion with Mrs.
 on the Job Training Outline - Dave broke the
 news to me about his new son - Louis Foley -
 born last Saturday Night 11th. I was
 glad to hear the good news. Paul Revere
 called me to inquire about riding down to
 Lafayette with me on the 14th. Called Oton
 on a couple of matters. Mrs. & I tried to see
 Cy to-day to get an approval on our manage-
 ment outline but he was tied up all day. Had
 lunch at the cafeteria this noon. Called Rev.
 Banta this afternoon to see how he was - he
 had recovered from his cold. Mary stopped down
 for me about 5:20 - she had taken Bob and
 Mary Lou over for their music lesson. I had
 a letter from Wayne Dismore on the Alumni
 Div. - ask some cards to write & send out
 enclosing those who have been selected to
 help me to be at our meeting on the 14th.

At 6:30 I drove down to the E. J. Club House to the Girl Scout Council Meeting - as usual they were very late getting started - had a sympathetic dinner. I left before the meeting was over at 9:00 - gave Wayne Edwards a ride home - I told him of the trouble we were having of our roof leaking at home - he said he had a man who could easily fix it - so I arranged to have him send him over. Boy, I sure was glad to hear that. Packed my bag & got ready to leave for N.Y.C. - then about 10:30 Mary drove me over to the Station to get the train. There was a whole gang of 42 fellows from the I.B.T. Engineering Club who were going down to N.Y.C. to see the new I.P.M. Calculator on which they had worked. Ted Davis of the Lockport R.R. was there to take care of them. I had a chat with Ted before getting on the train. Ivan Johnston came along & we got on to - gether. Ivan & I shared drawing room A. We turned in about 11:30.

2/3/48 TUESDAY:

A nice day in N.Y.C. - The porter called Ivan & me at 7:00. I really

had a terrible night's sleep - I slept in the
 lower & I'm sure from 17. is right on the car track &
 they just bounced & jostled all night long. I was
 just as afraid as twice the damn things would
 derail. We had bk. at the Lebanon Restaurant
 in Hoboken - saw Ted Dore, Don Wolf & Bob
 Leibold. Ted asked I want me to go along
 with the group of engineers so we joined them.
 Bob had sprained his ankle & we had to wait
 for him. Took the Ferry over to Chambers St. &
 there Ted had a large bus waiting to take the
 group to N.H.Q. I sat with Edna Hutchinson.
 Got up to N.H.Q. about 9:00. I tried to call
 Mr. Hamilton about arrangements to have Cotton
 Ray see the new IBM Selectric Sequence Cal-
 culator - couldn't get Ham but got Pete
 Durrel instead & made arrangements with him.
 Called Raymond & checked on whether he
 was planning to come up to have lunch
 with me - he said he would try to make it.
 Saw Keith Martin & paid him the \$5.00 I had
 borrowed. Drew came in about 9:30 & I spent
 most of the morning with him. Tried to see
 Dr. Allen but he was tied up all morning.
 Did get in to see Jack Kennedy about the
 typing manual prepared by Blaisdell. He

should go ahead & print it as an
 educational book. Didn't get far with Jack on
 selling him the idea of assuming part of the costs
 as an item for sales promotion. I stopped in
 Clinton's office but he was busy getting ready for
 a luncheon at the Waldorf this noon so he
 didn't have any time. At 12:15 Drew & I
 went down to the Hall of Products & wait-
 ed for Raymond. He showed up at 12:25
 & had Leslie Moffet with him - I wouldn't
 have known Leslie - it had been years
 since I had seen him last. We went
 right in to see the new IBM ^{selectric} ^{sequence} ^{Electronic}
 Calculator. Pete Dineen had Jim Gray give
 us a condensed tour of the whole machine.
 It fills a large room & is really amazing.
 Jim went into a lot of the technicalities of the
 machine which none of us really understood.
 Hamilton who was the IBM inventor on
 the job came in so I had Ray & Leslie
 meet him. Both Ray & Leslie were really
 impressed. Ray had to be back about 2:00
 so we walked over to Adelphi Office Brill on
 58th St. for lunch. Drew sat over with
 us and right after eating Ray & Leslie took
 a subway back down town. I told Ray

I wanted him to come up some time again to see the rest of the building. Drove over on back to his office. I did some shopping & then stopped up to the American Association for the United Nations Headquarters at 45 E 65th St. To inquire about the Peoples Action of the U.N. which is a set-up for promoting peace all over the country. Mrs. Davy who is in charge was out so I talked with her sec. & she gave me a lot of material & gave me some help. I was surprised to see such modest quarters for a National Organization - just one little room. I was also surprised to learn there are only at the present time about 300 discussion groups throughout the country. Stopped in Sam's toy store on my way back to W.H.Q. Got back about 3:00. Dave Sanford had called from P.K. to tell me that our managers' meeting at Place #2 for the evening had to be called off due to a special announcement to be made by Mrs. Watson at 4:42 to-morrow. I tried to see them & also Nky Miller this afternoon but they were both tied up in a meeting with Mrs. Watson. There were rumors of big things taking place or at least stirring up in W.H.Q. today. They were building a special platform

in the Club Room from which to take round
 notice of the announcement being made to-
 morrow - as it must be something big. Some
 of the rumors were that Mr. Watson was
 stepping down & that Tom Jr. would be made
 President. Another was that Phillips was re-
 signing. However I had a hunch that it may
 be a general increase to be announced.
 After about time Mr. Watson did this again.
 My feelings in this direction were substantiated
 a bit by what John Scott said he had
 obtained while waiting to get a record or
 something from Mr. Watson's office. He said
 they were discussing the giving "A Fair Day's
 Work for a Fair Day's Pay." I had a chat
 with Plimself this afternoon. I stayed
 around & when with D. saw to visit all the
 closures at W.H.Q. between 5:20 & 7:30. We
 supposed to meet Mr. Watson in the
 elevator about 6:30 - he was just leaving
 for the day. He recognized me & said hello
 Frank. Also asked me whether I had seen
 the new Calendar - I told him I had & that
 I had my Brother come in to see it this
 evening. Told Mr. Watson that both my brother &
 we were much amazed. Then Mr. Watson

said jokingly that he wanted me to give a talk to the Chamber of Commerce at Endicott & explain to them just how it worked. I indicated that would be quite an assignment. Drew saw how a job checking all the classes - meeting all over the place. I called Alton & had a few words with him before he left but didn't have a chance to see him. About 7:40 Drew & I dashed up to the cafeteria - Tom the island boy left his chair to come up & get us some food. I ate in a big rush to get back down to the Club Room at 8:00 to see the Television Broadcast of our new Selective Sequence Electronics Calculator. It was very disappointing - only gave a few shots of it & the reception on the television screen was very poor. Saw Mr. Dooly & had a chat with him - he told me of all the wonderful qualities the Electronic Calculator was getting - 94% Watson said it had more than paid for itself already in advertisements. It cost over $\frac{3}{4}$ of a million dollars according to Dooly. I had to hurry on to Drew's office to get my coat & hat. Left W.H.Q. about 8:25 - got a taxi down to Grand Central & got the 8:50 train for Ft. It was late leaving - didn't board the train until 9:00. Did some writing on the way

IBM Plan Boosts Worker Benefits For Retirement

The Bulletin
Employee retirement benefits for
IBM Corp. employees were an-
nounced by President Thomas J.

nationwide telephone hookup and
over public address systems in

planned a future for our employees
respective job a good take home
equitate with the work he is per-

2/4/48
ADA
Always

Market
of Mileage Gas
and Sunday

about 11:20
bell. Checked
for a coa-
un of the
ite. Can
note &

— sleep right on the
called about 8:40 from the
a good night sleep. Bot
e at the Campbell Coffee
entire apartment up town
ed by & got me about
in pleased with his new
the plant about 10:20.

air but he hadn't gotten
He & Joe were before got in
about noon but were tied up all afternoon. Went
over the job having out there with Dad & make
some changes. Also discussed the matter of
starting a firm on the United Nations with Will
& Dad. Dad has little hope that we
can arouse much interest in it. Had lunch

on the way up - got in Poughkeepsie about 11:20
 & took a taxi up to the Hotel Campbell. Checked
 in & then went down to the bar for a coca-
 cola. Met Dr. Schley & Murphy, members of the
 Lion Club & talked to them for a while. Came
 back to my room wrote some of these notes &
 To-bed about 12:30.

2/4/48 WEDNESDAY:

A dull stormy day in Poughkeepsie.
 Didn't land a call - slept right on thru
 until Dad Sanford called about 8:40 from the
 phone. I really had a good night's sleep. Bot
 dressed & had bk. here at the Campbell Coffee
 Shop. Dad had a dentist appointment up town
 at 9:00 so he stopped by & got me about
 10:00. Dad was in pleased with his new
 son. Bot down to the phone about 10:30.
 Tried to see Bill again but he hasn't gotten
 back from Exeter. Me & Joe left again got in
 about noon but we had up all afternoon. Went
 over the job training outline with Dad & made
 some changes. Also discussed the matter of
 starting a firm on the United Nations with Will
 & Dad. Dad has little hope that we
 can arouse much interest in it. Had lunch

in the cafeteria with Dave & Will. Saw Paul Gilbert &
 arranged to ride back with him on Fri. to Escondido.
 Paul had a minor accident on the way down Sunday
 Night - he hit a deer & damaged his car. I also
 saw Prof. Brown & arranged to have dinner with
 him this evening. - Whig Myller was at the
 plant from W.H.P. to-day - I tried to see
 him but he was too busy - in fact he
 left without even speaking to me after I had
 asked to see him for a few minutes - just
 another indication of how small a man he really
 is. Saw Henry Thelstrom from Rochester who
 was at Plant #2 to-day. Had a nice chat
 with Henry - he gave me some of the 'low down'
 on Whig Myller that I hadn't known. He told
 me Whig had married an old sweetheart of
 Tom Watson Jr. & the girl had contracted infantile
 paralysis, which I did know. Tom apparently felt
 sorry & wanted to do something to help so he
 gave Whig a good job so he could afford to
 take proper care of his wife. Then said I think
 some more ends to get for me. - Dave
 & I previewed a movie on the use & care of
 hand tools that looked pretty good. Dave had
 to go up to the hospital about 3:00 to see
 his family. He won't see whether Davey

IBM Plan Boosts Worker Benefits For Retirement

Special to The Bulletin

● New York—Additional employe retirement benefits for International Business Machines Corp. employes were announced late yesterday afternoon by President Thomas J. Watson.

Mr. Watson spoke over a nationwide telephone hookup and the address was heard directly over public address systems in all plants and offices.

"In IBM we have always planned a future for our employes that will bring to each in his respective job a good take home pay on a full-time basis, commensurate with the work he is performing, and benefits which add to his security," Mr. Watson said.

"The benefits which we have been able to put into effect as a result of our policies are vacation and holiday pay, life insurance, sickness and accident pay, family hospitalization, retirement income, total and permanent disability pay, the IBM plan for widows and orphan of veterans of World War Two and facilities for education and recreation wherever practical. These benefits, which are paid for entirely by the company, cost a substantial amount of money but we are pleased that we are able to provide them because they contribute to the security and peace of mind of our employes and their families.

"I am now pleased to announce that, effective as of today, certain changes will be made in the retirement income for all employes who retire with more than 20 years of continuous service. I am not going to take time to go into the details, year by year, but will give it to you in five-year periods.

"After 20 years of service, the retirement income per month increases gradually so that, for example, when an employe reaches retirement at 25 years of continuous service, he will receive a pension, including social security, of \$112 per month for life, an increase of \$3.50 per month over the present amount. An employe retiring with 30 years of service will receive \$134 per month for life, an increase of \$7 per month over the present amount. At 35 years of service, the pension will build up to \$156 per month for life, an increase of \$10.50 per month over the present plan. At 40 years of service, the pension will reach \$178 per month for life, an increase of \$14 over the present plan. At 45 years of service, the pension will be \$200 per month for life, an increase of \$17.50 per month over the present plan.

"The wife of a retired employe, when she reaches 65 years of age, will receive social security benefits which will add approximately \$25 per month to the figures I have given you.

"The increased retirement benefits I have announced will be paid out of the Watson fund for supplementing the IBM retirement plan.

"I now announce a further addition to our retirement plan. We have arranged to provide a paid-up insurance policy of \$500 to all IBM employes retiring with ten years of continuous service. Fifty dollars per year will be added for each additional year of service at retirement so that, at 45 years of service, the insurance will amount to \$2,250. This insurance will also apply to the dependents of employes who have retired under the IBM retirement plan and have since passed on.

"I wish to repeat what I have said to you on every occasion of this kind: All the benefits paid for by the company for the comfort and security of yourself and your family come to you not as an inducement to work harder for the company but as a reward for services rendered," Mr. Watson concluded.

February 4, 1948

Mr. Thomas J. Watson, President
International Business Machines Corporation
590 Madison Avenue
New York 22, New York

Dear Mr. Watson:

This is to express my appreciation as well as that of Mrs. Welsh and our family for your announcement today of increased retirement benefits.

Your continued interest in all IBM employees and members of their family is certainly gratifying to each of us.

I also want to take this opportunity to again pledge my continued support in all that you have done and are doing to further the development of our company.

Yours sincerely,

F. H. Welsh, Jr.

was in condition to receive visitors yet so
 I didn't go with him. Was surprised to see
 Henry (Sp. Mission who used to live at Endicott)
 come in the plant this afternoon - had a nice
 chat with him. He is retired from IBM now
 but is employed on a part time ~~at~~ basis as an
 advisor. He had come in to listen to the
 announcement made by Mr. Watson at 4:42.
 I gave Betty Crane some letters to get
 out for me this afternoon. About 4:30 all
 of the men from the Laboratory came down
 to the plant to hear Mr. Watson's announcement
 which was sent by telephone hook-up to all
 the plants & major offices throughout the Country.
 It was the first I had ever heard one of
 these announcements at Plant #2. I gathered
 into all the people from the office on the
 main floor - it was interesting to see Frank
 Bouché interpret in sign language what Mr.
 Watson was saying for the three deaf people
 who work in the plant. Mr. Watson's Announce-
 ment was pretty much the same as the last one,
 he thanked all employees for the fine record
 made for Mr. Phillips during his honor month
 of Jan. He then announced increased retirement
 benefits along with a paid up life insurance

Endicott Lions Music Association

presents

Marina Svetlova



Prima Ballerina, Metropolitan Opera Association

and

Robert Roland

Leading Male Dancer

with

Elena Imaz

Dances of Spain

Claude Jean Chiasson

Concert Pianist

Wednesday, February 4th, 1948

U. E. High School Auditorium

*Floral Decorations Courtesy of ENDICOTT FLORES
116 Washington Avenue, Endicott, New York*

compliments of the
 I got a letter from Dad 10 years since when
 retiring at 65 & a \$50.00 increase of this policy
 for every additional year of service. I don't have
 all the figures at my command on all phases
 of the announcement so I am placing a paper
 clipping in this book for all the detail. - Right
 after the announcement at 5:00 the President of the
 Country Club, Chairman of the Advisory Committee and
 others got telegram off for Mr. Watson expressing
 the employees appreciation. I scratched off a letter
 but will have it typed & mailed in the morning.
 About 5:30 Dad drove Prof. Brown & me up
 to Nick Benis' for dinner. The book would wait
 all day & the rest was bad. Dad & I had a
 good session with Ted Brown during dinner.
 I got his ideas on a course in Economics for our
 managers - Arthur had asked me to discuss this
 with Ted. I also got his idea on the Forum
 on the United Nations - he thought a series of
 motion pictures would be more interesting & appeal
 to the employees more. After dinner Dad drove
 Ted down to the station - he got a train for N.Y.C.
 Then Dad dropped me at 39 Market St. & he
 went over to see his family at the hospital.
 I went up to the class room. Wilton helped
 me set up the movie projector - Dad stopped

Program

I Getting Ready

EVERYBODY

II Adagio Classique / / / / / / / / / / Liszt SVETLOVA and ROLAND

III Cordoba / / / / / / / / / / Albéniz A romantic interlude. ELENA IMAZ

IV Lakmé / / / / / / / / / / Delibes This famous excerpt, taken from the second act ballet, is given here intact as now presented at the Metropolitan Opera House in New York. MARINA SVETLOVA

V Alla Turca / / / / / / / / / / Popular Melodies ROBERT ROLAND

VI Dance of the Elf / / / / / / / / / / Grieg What Kreisler did for Dvorak's "Humoresque," Svetlova does for Grieg's "Butterfly" in her "Dance of the Elf."—Deems Taylor. MARINA SVETLOVA

VII Impromptu / / / / / / / / / / Fauré Third Fantaisie / / / / / / / / / / Saint-Saëns CLAUDE JEAN CHIASSON

VIII Romeo and Juliet / / / / / / / / / / Tchaikovsky Shakespeare's "star-crossed lovers" discover their tragic young love and in a few swiftly moving scenes live through their poignant destiny. SVETLOVA and ROLAND

IX Dona Francisquita / / / / / / / / / / Vives Classic bolero from the well-known Spanish light opera "Dona Francisquita." ELENA IMAZ

X a) Flirtation, Russian Style / / / / / / / / / / Popular Melodies b) Flirtation, American Style / / / / / / / / / / Arranged by Chiasson SVETLOVA and ROLAND

INTERMISSION

XI Grand Pas de Deux from "Sleeping Beauty" Tchaikovsky

The role of Princess Aurora first brought fame to Svetlova with the Ballet Russe and for concert performance has been restaged so that none of the vital sequences are lost.

SVETLOVA and ROLAND

XII Cuevas Gitanas Popular Melodies

A typical Spanish dance of Moorish influence.

ELENA IMAZ

XIII Valse Brillante Rubenstein

MARINA SVETLOVA

XIV Tango Flamenco Mirat

ELENA IMAZ

XV Student Performance Ponchielli

Impersonation of two rather nervous star pupils of a dancing school.

SVETLOVA and ROLAND

XVI The Maiden's Wish Chopin-Liszt

Intermezzo Schumann

Gardens in the Rain Debussy

A masterpiece of tone painting depicting the monotonous insistence of the rain and the dripping of leaves, ending with a magnificent burst of glory as the clouds clear and the sun shines forth.

CLAUDE JEAN CHIASSON

XVII La Dolores Jota Breton

Spain's most popular dance originated in the province of Aragon.

ELENA IMAZ

XVIII Gay Nineties Victor Herbert

One day, watching Svetlova rehearse, I suggested that she create a dance based on the popular songs of yesterday. Anyone might have made the suggestion, but only Svetlova could have realized the idea so completely and delightfully as she does in "Gay Nineties."—Deems Taylor.

SVETLOVA and ROLAND

Complete arrangement of program and costuming by Marina Svetlova with choreography by Edward Caton, Alexis Dolinoff, Miriam Marmein, Bella Reine, Boris Romanoff, Marina Svetlova, Anatole Vilzak, except Spanish numbers, which were arranged by Elena Imaz.

All costumes for Miss Svetlova and Mr. Roland designed by Miss Svetlova.

Costumes for Miss Svetlova in "Gay Nineties" and "Romeo and Juliet" executed by Madame Berthe.

Costume for Mr. Roland in "Grand Pas de Deux from Sleeping Beauty" executed by Madame Berthe.

Costumes for Miss Imaz designed by herself and executed by Madame Dupont.

Shoes furnished by Capezio and Selva.

Management:

MERTENS, PARMELEE and BROWN, INC.

Division: COLUMBIA CONCERTS, INC.

113 West 57th Street, New York 19, N. Y.

back about 8:15 - I received a couple of calls on hand truck. Will called back from home & asked Dave & me to stop over. We drove on about 10:20 - Peter had some cake & milk for me. Had a nice wine with Will & Peter. Dave drove me back to the hotel about 11:20. Did some writing & also a little work on the model crane engine I had with me. - Had no time to take a shower - what a place! To-bed 12:10.

2/5/48 THURSDAY:

Partly cloudy in Poughkeepsie to-day & warmer. Got up at 7:00 - had bk. in the dinner across the street from Hotel Campbell. Dave stopped by for me about 7:45 & drove me down to the plant. Dave & I had a busy day getting lined up for our Manager's meeting on Job Training - Saw Bill Main & Joe McManus & got their approval of the Job Training Outline which Dave & I had prepared. Bibby was in N.Y.C. to-day. Dave went up to the Hospital to see his family again this morning. It was Dave's 37th birthday to-day. Called Drew Duly at W.H.Q. this morning - Blackie called from W.H.Q. to tell me he would be up on the 2:30

Train. Had lunch at the cafeteria with Paul
 Demell, Dave & Wilbur. Bill Main came in and
 asked me to join he & Joe McKeen - They had
 Mr. De Anzures, who is our new IBM Manager
 in Mexico with them. He was visiting the plant.
 Had a chance to get better acquainted with him.
 Also discussed the English Course for Spanish speaking
 employees. He thought it might also be offered to
 our Customers in Central & South America. We also
 discussed Louis Berza - I mentioned I had thought
 of having Louis out to dinner at the house - he
 seemed greatly pleased & suggested I encourage
 others to do likewise as Louis feels a bit lonely in
 Endicott. Called Dan Sweet in Endicott this
 afternoon also talked with Ray Jarvis. Skip
 Craver stopped in to see Dave about a session
 on Insurance which he is planning to conduct
 in the Personal Law Course. Had some fun kidding
 Skip as usual. He tells me he plans to move
 in the Campbell House, where we used to live, in
 May. Blackie arrived in all his glory about
 3:30 - since Bibby was out Dave, Will & I
 went in Bibby's office with him & spent about
 an hour going over the arrangements for the
 graduation at Pl. on the 18th. - At 4:50
 we had our Manager's Meeting - it had to be

over by 5:15 since Wally La Basse's class in Production Control was scheduled for the conference room at that time. Bill Wain conducted the meeting - took the first 10 min. for other business & then turned the meeting over to Dave Sanford - Dave spent 13 min. going over the program & outline for the job training session. He also answered questions from the group. Bill didn't get to me until 5:13 so I had only 2 min. to talk - he didn't even give any acknowledgment of my part in working with Dave on it. I sure was disappointed after all the traveling back and forth I had had to do - however I believe the meeting served our purpose well - mainly that of getting the Job Training Program properly presented to the Dept. Managers. The reaction to the whole plan was very good. - Joe Foley asked me to go on to the IBM Homestead with him to have dinner with he & Mrs. De Angelis but I couldn't since I had planned to go with Dave to the Hospital to see his family to - night. Blanche went with them - I'm sorry I couldn't go as I would liked to have seen the Pk. IBM Homestead. Dave drove me up town about 5:45 - He hadn't called Mrs. Schultz at his house that he wouldn't be home so

he had to go home for dinner - so I ended up by eating dinner alone at the Hotel Campbell. Carl & Mary Stouse came in & I had a chat with them - They moved down from Endicott about 3 months ago - and like Pk. very much. Dave stopped by for me about 7:15 & I went down to Vassar ^{Spencer} ~~Hotel~~ with him to see Dave & the new son. Took a parent for Louis Tobey. Had a nice chat with Dave - she looked well & Louis Tobey is really a sweet little fellow. Dave had the baby by a ~~c~~ operation so he had not been hurt any in being born. It is a major operation however, Dave has two private nurses each day & has had three doctors. Dave tells me she is coming along well. About 8:30 Dave & I went up to the class room at 39 Market St. Alastair had said he would be up to see our classes but he didn't show up so about 9:00 Dave & I went to the Broadway Theater next door to see the new reel as we had been told it included pictures of the new IBM Selective Sequence Electronic Calculator - we were disappointed however for it wasn't shown & the picture, some thing about a gold prospecting party in which Humphrey Bogart played wasn't at all good. We got out

of the show about 11:10 & considered it an evening wasted. I came back to my room - did some writing - also worked a little on the model iron wagon I had with me. To bed 12:10

2/6/48 FRIDAY:

Partly cloudy in Poughkeepsie to-day - got up about 7:00 - had to hurry - dressed, packed & checked out of the Hotel Campbell. I was surprised they charged me \$5.25/day for my room & I didn't have any hot water. It was the biggest zip I had ever had in Pk. I met Lee Rutledge & went around the corner with him for bk. at the Badger Restaurant. ~~PH~~ Came back to the Campbell where Dave stopped by for me about 7:50. Got down to the plane about 8:00. Dave had a busy morning with 42 new employees to be inducted - it was the largest group he had ever had. Paul Druell opened the session as usual about 8:20 - I sat in on the opening session & for Dave's talk on the history of the company. About 9:00 Blackie came in - Dave & I went in with Blackie to see Dave about the arrangements for the Customer Engineering Graduation on the 18th.

I had a chance to tell Dave about the Job Training Program & the change in the Production Program. - I couldn't see why it was necessary for Blackie to come all the way to Ph. just to go over the check list with Dave on the graduation. He didn't do anything that I couldn't have done myself. Dave mentioned that Tom Jr. had requested that all employees be given a chance to attend graduation & other functions of the company - so we are starting at Plant #2 by having 30 or 40 employees attend the graduation on the 18th. I think this a very good idea. Blackie left for N.Y.C. about 10:00 - I was tempted to go with him & would if I thought I might have a chance to see Arton for a while but I didn't know & then too I wanted to help Dave now with the Job Training Program. - Spent the rest of the morning talking with various managers who will be instructors in the program - Jack Calabrese, Ed. Sawley & Charlie Wade. Also saw Harlan Campbell about the Manufacturing Analysis Course. Ray Sheridan got back this morning, he had been out visiting branch offices for the past 4 weeks. He & Billy both spoke to the new employees. Dave even shook hands with each one, I think it is a damn nice idea. We

De Angorena was at the plant again to-day. I had lunch with Joe Foley, Ray Sheridan & De Angorena. I learned Ray is interested in model railroads - wants to sell his O gauge equipment & get HO gauge. Ray told me a little about his field trip thru the south. About 1:15 Dave drove me up to the station - I took some black & white pictures of the plant & of Dave's car by the high snow banks. I got the 1:53 train for Albany - it was a nice ride - did some writing on the train. Stopped about 45 min. to wait at Albany before getting the 4:15 Delaware & Hudson for Binghamton. There was no dinner on the train so I got a bite to eat at the station before leaving. It seemed like a long trip coming down on the D. & H. Did some reading - also made out my expense account, but the train bounced around so much it was difficult or nearly impossible to write. Saw Mr. Ruml from Binghamton on the train. We got in Binghamton at 8:50, 10 min. late. I was sure pleased to find Mary waiting there for me - Don had told her I was coming on the D. & H. I really didn't expect her so it was a very pleasant surprise. Got home about

FEB 18

9:15 - I went up to see Bats & Mary Lou in bed - they were still awake so they came down to me when I had for them. I had a little present for their doll horse. Mary got me something to eat - even fixed a week supply for me. It was delicious. It sure seemed nice getting back into the family again. I helped Mary with the dishes - did some reading. To-bed 11:00.

2/7/48 SATURDAY:

Partly cloudy & warmer to-day - got up to 33 or 34 - melted a little. Got up about 8:00 - helped Mary some with the. Then about 10:00 we all went over to Binghamton shopping. I got a new suit at Compton & Dumas. A well blue & gray check suit - Mr. Dumas was wearing one just like it. We looked at suits in Hills & Kline too - suits had gone up some since I last bought one. Had to pay \$75.⁰⁰ for the suit I am getting. We saw Mr. Elmer, the man from Switzerland, and three of the other European managers came in to Compton & Dumas while we were there. They were looking at top coats. - Mary had me look at hair dress with her - we bought one for \$18.⁰⁰. Did some other shopping

OWEGO PUBLIC SCHOOLS
OWEGO, TIOGA COUNTY,
NEW YORK

February 7, 1948

Mr. Dwayne Orton
Director of Education
International Business Machines Corp.
590 Madison Avenue
New York, New York

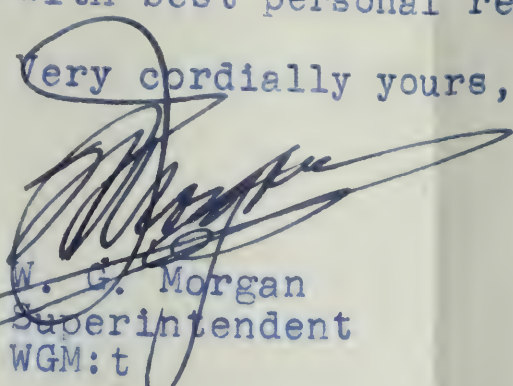
Dear Mr. Orton:

For a long time I have been going to write and tell you how much I enjoyed the talk of Frank H. Welsh, Jr. before the Owego Chamber of Commerce on the occasion of its annual banquet this year.

I have known Frank ever since he has been in Endicott and have heard him speak a good many times. I was amazed, when I heard him last, at how much his speaking ability has developed since I have known him. I can assure you that from my standpoint you should have no fear to send him anywhere you desire for any speaking assignment on which he is informed, as he can handle himself most ably on the platform.

With best personal regards, I am

Very cordially yours,



W. G. Morgan
Superintendent
WGM:t

Got back home about 1:30 - had a very late lunch. Sally Kirk came down to play with Bob & Mary Lou. I helped Mary with the dishes - cleaned out the car, wrote a letter to Dad. Started a fire in the fireplace in the playroom & did some cleaning in my work shop. - I called Della Walker this morning - Mary & I invited her & Ralph to go out to dinner with us this evening - however we finally decided to have a combined dinner here at home. Ralph & Della brought the beans & potato chix - & we had the hamburger & other trimmings. They came at 7:00 - Mary had dinner ready & we ate as soon as they came. Ralph brought me up to date a bit on the job he is helping with on the paper testing problem. They have to find a new paper stock from INTERNATIONAL PAPER Co. and for some reason their paper won't work. Ralph & I spent most of the evening splicing the movie film I had taken of Marilyn all together on one reel for him. About 10:00 we all went down to the playroom & sat by the fire place - just talked for about an hour. Ralph tells me

he is planning to get a new car in the spring. We also discussed the situation with Steve Salmon in Vestal - the Board of Edu. is trying to oust Steve as Superintendent of Schools in Vestal but the town folk are against it. Perry Starbuck is right in the middle of it all since he is President of the School Board. There have been some hot stories in the paper. Walther left about 10:45. Mary & I went to bed 11:15.

2/8/48 SUNDAY:

Cold & snow squalls To-day. Got up at 8:00 - hurried around & helped Mary with the. At 9:30 we all went to Sunday School. We stayed for Church - Rev. Banks had been sick last week so he started the practice of standing inside by the pulpit to greet people after church instead of standing in the cold by the Church Entrance. I think it was a reasonable thing to do. I went up from to see Henry after the service & told him about going down to Lafayette this week-end. Got home about 12:30 - helped Mary some with dinner - we had a small roast of beef - I kept a fire going in

The fire place in the play room so it would
 be warm this afternoon. It was very windy
 this afternoon - drifted some in the drive -
 I had to shovel out the entrance to the
 drive. Walked up to see Mr. Snover -
 he hasn't been too well - The cold weather
 gets him down. After dinner I made a
 wire recording to use in demonstrating the
 train platform. About 3:30 The Branches
 arrived - we were looking for the Malmros
 too - I called & found they weren't coming
 but since I called they came over about
 4:15. John Wagner & his family also
 stopped over so we really had a party.
 We started with a demonstration of the
 train platform - used the wire recorder
 to operate the Voice Relay Control. It
 worked swell. The kids really had a swell
 time - we used the wire recorder to make
 some recordings - Dickie Malmros acted
 as announcer & each of the kids, Bats, May
 Lou, David & Kenneth Branch, & Linda
 Malmros. They sure had some fun & we
 all enjoyed it too. I then showed some
 movies & finally we got out the bag
 of tricks to top off the program.

800 Vestal Students Walk Out in Defense of Salmon



Pupils Rally Behind Principal Under Attack

By Harry J. Love

Some 800 cheering Vestal Central School students demonstrated in support of Supervising Principal Stephen O. Salmon at 12:30 today while petition demanding the resignation of school board members circulated in Vestal.

Waving signs declaring their support of their principal, Vestal students paraded around the school just after the lunch hour, cheering "We want Salmon." Leaders of the group announced they would not return to school until the dispute between Mr. Salmon and the school board is settled.

At 12:35 the Vestal school principal pulled up to the school and started toward his office. They paraded by shouting and cheering as Mr. Salmon stood bare-headed and watched the procession. He said the demonstration was totally unexpected.

He gathered the assembly about him and declared, "I thank you for your support. I'm in trouble and I'm glad someone is coming to my rescue."

Then he asked them all to return to classes. "If I need you, I'll feel free to call upon you for your support," Mr. Salmon said. "Let's go back and continue to make Vestal one of the finest schools in the State."

His talk was punctuated by frequent cheers from the students, mostly of high school age. With a final clamor they turned toward the school building and filed through the doors.

A spokesman for the students said later that they would go on strike permanently unless the board reassured them that Mr. Salmon would remain at his post.

He said a statement to this effect would be presented to the school board at a special meeting Wednesday at 8 p. m. in the Vestal school.

"If no action is taken Wednesday, we will go out Thursday morning," the student leader declared. Nine petitions to this effect were circulating in every grade from the seventh to the twelfth.

There was talk of a general town meeting to coincide with the regular board meeting Thursday.

Meanwhile, a move was underway among the parents of the school children to back Mr. Salmon in the controversy, even to the extent of asking the resignation of every board member. This morning in many Vestal business places there were copies of a petition, protesting "against the conduct of the Board of Education in publicly airing doubtful charges against the supervising principal of the school" and calling "upon those members of the Board of Education who are responsible for this condition to resign their positions and thus permit the schools to function as efficiently as heretofore without their ill-advised interference."

Russell C. Terry, prominent Vestal realtor, said he did not know how many signatures were affixed to the documents today, but he issued a sharply worded statement against individual members of the school board.

Mr. Terry declared, "The charges made by the school board against Stephen O. Salmon are entirely unfounded and not even made in good faith."

He accused Perry Starbuck, board president, of having attended only four meetings last year. "How much interest did he display in school work? How much did he learn about school affairs? Did he obtain enough knowledge of the school affairs to make such drastic charges against the principal?" Mr. Terry asked.

He continued by stating that "a small group of would-be dictators" conspired last summer to elect some of their number to the board with the secret intention of ousting Mr. Salmon. They gained support of the voters by saying that they intended to oust the clerk of the board, Mr. Terry added.

He called the complaints which appeared in the public press "vague" and "without merit" and termed Mr. Salmon a "political football" in the hands of the board.

Mr. Terry pointed out the record for leadership achieved by the Vestal principal and said the damage done to the school system by the board's action will be irreparable if they continue.

In conclusion, he thanked Lew Warner, L. A. Mason and District Superintendent Glenn Slater for supporting Mr. Salmon against other members of the board. "To submit such a man to such indignities as the school board is now doing is shameful and reflects against all the people of the community," Mr. Terry concluded.

● **IN THE MIDDLE**—Supervising Principal Stephen O. Salmon (arrow) hears his students at Vestal Central school chant "We Want Salmon," after they walked out in protest against the Board of Education's demand that he resign. Shortly after, Mr. Salmon thanked students for their support and asked them to return to classes.

● **SOUND SUPPORT**—Vestal students made it plain that they want Mr. Salmon as principal, even though the sign reads "We Want Salmon for Principal." Leaders of the student walkout declared they were ready to stay out until the school board changes its decision to ask the supervising principal to resign.

Weather

● Fair with lowest temperature tonight five to ten below. Tuesday cloudy and slightly warmer in afternoon and night.

ENDICOTT DAILY BULLETIN

5 CENTS

16 PAGES

ENDICOTT, N. Y., MONDAY, FEBRUARY 9, 1948

VOL. 78, NO. 90

Monday, February 9, 1948

got a kick out of seeing the kids having such a swell time. Alf confided in me that both Linda & Dickie would sure have been disappointed if I hadn't called to invite them over. The Brancas even brought some ice cream with them so we had ice cream & cake. It was about 8:20 when the folks all left. Helped Mary get some supper. Then I washed the dishes. Spent some of the evening making a more recording of the Bing Crosby records I had loaned from Jack Waxham. - Mary & I had planned to drive up to Clared Hospital to see Don Sweet's new baby girl but it was too late. I called Don & inquired about the family. Mary had the baby, a 6 lb. 12 oz. girl, born Friday. They call her Mary. - To-bed about 11:15.

2/9/48 MONDAY:

Clear & cold to-day - a beautiful day. Got up about 6:45. Mary drove me down to the office at 8:00 as she wanted the car to take Mr. De Venter to the hospital. Mrs. De Venter asked her to help. Dr. Welch is insisting that Connie have a thorough

Check up before returning to work. We took
 Babe & Mary Lou to school on our way
 down. I had a very busy morning at the
 office - almost too many things to attempt
 to write them in here. I had quite a lot
 of mail piled up from being away last week.
 Then about 10:00 Steve Kassi called and
 said he was leaving to drive down to Poughkeeps-
 ie this afternoon. I had wanted to go down
 to-morrow but decided I would go with
 him to-day. Then I had to hurry around
 to get just the most important things done
 before leaving for Pk. Stopped over to see
 Mac Almon - he had seen Cy of Elwain &
 gotten approval on the manager training out-
 line. We plan to start the program on
 Feb. 23rd. Talked with Bob & Ray on the
 matter of the Forum on the U. N. again.
 Gave them the assignment to go ahead
 with some plans to offer it. Had lunch
 at the Cafeteria about 12:30 - ate with Ralph
 Walker, Ed Keedy & Hank Jagers. Called
 Mary & asked her to stop down for me
 about 2:00. Gave Don a lot of letters
 to do while I'm gone. Mary stopped by for
 me about 2:00. Mrs. De Vente was with

her. They were going back to the hospital to see Connie this afternoon. He has to be in the hospital until to-morrow. I packed my bag for Pt. Steve stopped by the house about 2:45 & we left for Poughkeepsie. It was a beautiful afternoon and the roads were good. I enjoyed the trip - and the chat with Steve. He told me about some of his experiences in Germany which were very interesting. I was surprised to learn that Steve has a rather bad case of ulcers. He has to drink a glass of milk between meals to keep them quiet. We stopped at a dinner in Hancock & again at Lip's Dinner in Newburgh so Steve could have a glass of milk. Steve let me drive from Newburgh on in to Pt. We checked in here at the Nelson House at 7:05. As soon as we got checked in I drove Steve over to Nick Babin's for dinner, but the place was closed - we drove down to Talbot's & that was closed too - so we ended up eating in the Steak Shop on Cannon St. It wasn't good at all. Steve had never seen our class rooms so after eating we stopped up there & I showed him our set-up. Wilbur was there. - With two instructors sick there was only two classes in session. We sat in on the one in Personal Business Law - a

Mr. Smith from the Federal Income Tax Bureau spoke on income taxes & answered questions - There was a large class - about 46 people - They sure had a lot of questions. Dave stopped up about the end of the class. After the class he introduced Steve & me to Mr. Smith & also Mr. O'Donnell who is a part city council for Pk. and who is the regular instructor for the class. - He sure is quite a character! We talked for quite awhile - finally left the class rooms about 9:30. Dave, Steve & I stopped down to the Corner Drug Store & got a soda. Came back to my room about 10:15. Listened to the radio & did some painting on the model circus wagon I am building. I get a kick out of doing the work - but it is hard on my eyes. Took a shower & to-bed about 12:15.

2/10/48 TUESDAY:

A cold bright winter's day in Poughkeepsie. Got up at 6:45 - met Steve Kanai in the lobby & we had bh. in the Nelson House Coffee Shop at 7:45. After bh. Steve drove me down to the plane - I had Steve drive around by the IBM Laboratory since he had not seen it before - we stopped in for about 10 or

15 minutes — Jim Montgomery showed us thru the building — I saw a lot of my old friends, including Roman Underschutz — showed him the Christmas Card I had made — had one with me. He liked it so well I gave ^{it to} him. Took a couple of pictures near the lab. as Steve & I were leaving. Got down to the Plane about 8:40. — Went down to the lower bldg. with Dave to see Hank Wickman about the arrangements for the graduation on the 18th. Dave is handling the whole thing. We returned to the upper plant about 11:00 — spent some time with Jack Calaban & Ed Gawey getting them lined up to teach the session on Assembly Practice in our Job Training Program. About 12:00 — Charlie Wade rode up town with Dave & me. I had Charlie take a couple pictures of Dave & me. I went along with Dave & Charlie to their Kiwanis meeting. I sat next to Skip Craver & had a nice chat with him. Dave & I didn't stay for the program but went over to the class rooms about 1:00 to preview a couple of movie films on filing we had gotten. — About 2:00 Charlie stopped over & we previewed a couple of films on blueprint reading. We decided to use the film entitled "Behind the Shop Drawing" in the session

on Blueprint Reading in The Job Training Program.
 Charlie is going to teach it for us - we hope.
 Charlie, Dave & I got back to the plant about
 3:15. I spent some time on the cluduction
 Chart - took them off the card & arranged with
 Joe Martin to have them retouched. The paint
 is chipping off of them quite badly. Dave &
 I tried to see Steve Remby but he wasn't around.
 I called Drew at W.H.Q. & checked on arrange-
 ments for next week. Daise learned that Mr.
 Phillips & Tom Jr. were coming up for the gradua-
 tion on the 18th. We then questioned whether there
 should be town folk invited - Daise tried to get
 Alton at W.H.Q. to ask him but couldn't get him.
 Dave & I saw Bill McFar & Joe McFar for
 awhile on the size of the group for the cluduction
 Session. Paul Dwell had indicated there would
 be over 50 & we just can't handle that many
 in the room we have. Bill agreed to cut it
 down some. He was in good spirit so I kidded
 him some about getting in a new school build-
 ing. Dave drove up to the hospital to see
 his family about 4:30. Bibby called a
 managers meeting for 5:00 - I didn't go in
 but I heard it was to announce the
 appointment of a couple of new managers &

The promotion of Charlie Wade to Quality Control Manager. That is a nice break for Charlie. I congratulated him after the meeting & told him I hoped it wouldn't keep him from helping us on the Job Training Program. He wants us to talk with Bill Main about it to-morrow. I got a ride up to the Nelson House about 5:30 with Steve Kama. He had just in the day visiting industries in the Pt. area making a wage & salary survey. Steve spends most of his time at that. We drove over to 'Spick Bonin' for dinner. Steve liked the place - but due to his ulcers he couldn't eat everything he wanted. I had some more of my favorite gungonzola cheese. In fact I asked Spick where I could get some & he sold me a pound of it for \$1.00. I love it! Steve had arranged to play some poker with Max Stayer & the boys so he gave up his idea of going up to the clamer again with me. I went up & found Wilbur down there with the clamer - Dave was supposed to be on to-night but he had to go back to the hospital. Will took me in a couple of the clamer - he asked me to speak to the electricity clan so I said a few words & tried out my talk on them.

about the "Know Your Company" course we plan to offer next Fall. Max Fennell the instructor is new on our faculty - he is doing a swell job. Dave came up about 8:00 - I went with Will over to see the class in Music Theory & Harmony at the Christ Church. I met the instructor Al Hunter who is the music director at the Church. Will & I sat in for about 10 min. - he does a very nice job. Came back to 39 Sparks St. about 8:00 - Dave had returned from the Hospital: He & Dave are quite concerned over the baby - they can't get it to eat & what it does eat won't stay on its stomach - the doctors believe it may be necessary to operate - it is caused by the muscles in the stomach being too tight. If they operate - it may be necessary to take the baby to N.Y.C. to a regular baby hospital. Dave & I previewed a slide film on hand tools. I left about 9:30 & came back to my room. Mr. O'Connor & Mr. Smith had a group of the people from the Personal Business Law class stay to ask questions. - I listened to the radio & did some work on the model circus wagon I had with me. Took a shower & went to bed about 12:15.

2/11/48 WEDNESDAY:

A dull cloudy day in Foughtkeyprie. Got up at 6:45 - had bk. with Steve Karsai in the Nelson Home Coffee Shop. After bk. I checked out - road down to the plant with Steve - he had some trouble getting his car started - the starter on his '41 Buick didn't work. Got down to the plant about 9:00. Dave & I spent most of the morning on the Job Training Program. We saw Ed Gawey & Bev Herbert about their session on Electricity. - I called Bill Hain & got his OK on using Charlie Wade for the session on Blueprint Reading even though he now has the new job of Quality Control Manager. Bill said he thought it would be a good place for Charlie to improve Quality. I thought that was a damn good attitude on Bill's part. - I got a call from Bill Levin this morning from Erieport. Bill was concerned about the report he had received from Carol Lynch on the Work Simplification Round Table - Carol had mentioned we were planning to offer a course on Work Simplification to our employees. Bill is afraid we may get into time study & be in very careful not to have anyone get the idea

we are making TIME STUDIES. I assured Bill the program at present was to be offered only to members of the Methods Engineering Dept. Dave & I spent some time with Je Toley on the arrangements for the graduation next week. Tried to see Dave Bibby but he was tied up all morning. Had lunch in the cafeteria at 12:00. Steve Kamari stopped back to the plant & had lunch with us. Also with Dave, Will, Tom Hawley & Alexi Czowski, Bibby's sect. Tom Hawley rode back to Endicott with Steve too. Alexi rode as far as Bullville to get her car to bring back to Ph. It was a very dull afternoon - looked like snow all the while, but we were lucky - it melted only a little over the mountain. Not enough to completely cover the roads. We couldn't make good time however - had to take it easy. The roads were better as we got up nearer - home. Stopped at the dinner in Hancock so Steve could have his glass of milk. Steve let me drive from there on home. The roads were good & I stopped right along. A State Trooper followed me for some outside of Depew. I saw him in time & took it easy. Got home

about 5:45. - About 6:15 I drove down to Hotel Frederick to our Lion's Meeting. I hadn't attended a meeting for a month. Frank Ferris caught me not singing & made me sing a solo which was terrible. I told him I couldn't sing. - Frank also pulled his usual trick of asking our guest speaker to sing a solo, which I think is a bad breach of etiquette. Our speaker was Dr. Young, a psychiatrist from the Binghamton State Hospital - he gave us an interesting talk on the TEST. He showed us the charts which are used in the test. Phil called a board of directors meeting after the regular meeting. - I asked the board what they thought about Frank Ferris calling on the guest speaker to sing a solo. They agreed with me that it was a breach of etiquette & that someone should speak to Frank - in fact most of the group felt that we should try to get another song leader. I stopped in the model shop across the street for a few minutes before coming home about 9:00. I got some things ready to leave for N.Y. Friday - Did some reading. Mary & I had some of the Burgonzola Cheese & crackers before going to bed about 10:30.

2/12/48 THURSDAY:

Partly cloudy & much warmer to-day. Got up at 7:00 - hurried around & at 8:00 - drove Balz & Mary Lou down to school on my way to the office. Don first worked last night so he didn't come in until 10:00. I was surprised to learn that Dr. Arton was in town to-day. I called Harry Cook & asked to see him - I got a call about 10:00 - was surprised to see Max Almon in with Dwayne. Blackie had called him over - Arton had asked to see Max & me to-gether as he wanted to announce the increase we were giving Max - we raised him from \$7800.00 to \$8400.00 per year. What I didn't like about the whole set-up was the way Blackwell moved in on the whole thing. Blackie really shouldn't have any part of it. I took the opportunity to discuss some of our plans on manager training with Arton while Max was there. Dwayne suggested we use Prof. Brown for the session on "Economics of Business" instead of himself. - Dwayne had some people waiting for him so we had to cut our session short - I asked to see him later & got in again about 11:30. He

was still pressed for time - he had to leave
 at 12:00 for Utica where he was making a speech.
 He put on quite a show for us - even had his
 lunch brought over on a tray from the captain's &
 ate all the while I talked with him. - I asked
 again about the increase for Drew Daly & was
 pleased to learn he had put in $\frac{1}{2}$ of the in-
 crease I had suggested & it had already come
 thru. I told Dwayne I thought it wasn't right
 that he hadn't even told me about it so I could
 mention it to Drew. I only had Brinn with
 Dwayne - Davison was waiting to see him.
 I came home at 12:00 for lunch. - Helped
 Mary with the dishes after lunch - she went
 back to the plant with me to take the car.
 We stopped in the Buick Garage & had Eddie
 fix the bumper which was rattling some. Mary
 went over to the Hospital & took Mrs. De Vente
 over to see Connie - he has to stay for some
 more tests. Mary told me that Mrs. De Vente
 broke down & cried terribly. She just can't
 stand seeing Connie in the Hospital. Mary
 told me about Annie telling all about
 reading a doctor account of the difference
 between men in Europe & in America - he
 had labeled men in America as "Connie

Louis. Mary & I had a lot of fun bidding
 about it to - night. This afternoon I saw
 Cy McElwain & discussed our plan for the
 manager's training program. He didn't like
 Dr. Wagner's suggestion that I put Prof. Brown's
 name in the place of Quinn for the leader
 for the seminar on Business Economics. Cy doesn't
 think much of Prof. Brown - said he would
 surely put the class to sleep. - Had a
 very busy afternoon contacting various people -
 Mac Almon - Jim Cabell & Carol Lynch.
 It would take too much time to write all
 about it here. Came home about 5:15 - Mary
 stopped down for milk. Mary got supper
 for Bob & Mary Lou & then about 6:45
 Mary & I went up to the Homestead for the
 customer dinner - Davison presided - it was
 a small group. Three of the customers came just
 on a little chat which was very funny - Three
 men danced up like girls & singing at a snail
 to a tune on a record & only making their
 mouths go - the singing actually being on the
 record too. Mary & I came home about 9:30. Had
 the dishes to do after we got home. Did some
 reading. Mary read until late on the night -
 gone - she is making for Bob & Mary Lou. To bed 12:00

2/13/48 FRIDAY:

It sure has been a good example
 of what a (FRI. the 13th.) can be. It seems
 nothing has gone right to-day. Got up at 7:00.
 It was a very dull morning - started to
 sleet about 9:00 & hailed or sleeted all day.
 What a day! Drove Bob & Mary Lou to
 school on my way to the office at 8:00. Stopped
 at John Smith's & left the car to be washed
 in preparation for our trip to N.Y. - John drove
 me over to the school. When it started sleeting
 I began to wonder about the drive to N.Y.
 About 10:00 I walked down to Tony's & got a
 train cut - it was sleeting bad then & the
 streets were terrible. I called the A.A.A. office
 when I got back to the office & ~~Mr.~~ Barton
 told me the roads were bad all the way
 over the Poconos. Later I called the Grey-
 hound Bus Co. & learned they had canceled
 all of their trips out of Binghamton. Then I
 really did start to worry. Called Mary & she
 was ready to give up the trip to N.Y. - how-
 ever we waited until after lunch to decide
 definitely. At 11:30 I went to lunch in the
 cafeteria with Ray Jarvis. Ray had to drive
 back up to Binghamton this morning so I

had him stop at Conygar & Dream & get
 my new suit for me. Ray told me the
 high ways are really bad - a number of
 cars piled up on the E.S.F. Highway. That
 was enough for me I gave up all idea of
 driving to N.Y. - Had Harry Cook check
 on train reservations. Paul Mariani called
 & said he had given up the idea of going
 down to Lafayette - he stopped over & gave
 me a letter to deliver to his close
 manager. Called Mary & asked her to
 call Mamma to tell her we wouldn't be down.
 Called Orion at W.H.O. this afternoon & asked
 about Ray attending the A.S.T.D. Meeting in
 Detroit - he very reluctantly gave me an
 OK on Ray attending. He was busy on some
 job for Mr. Watson & was in a big rush on
 road. Had quite a chat with Mac Almon
 this afternoon on the matter of transferring Bob
 Morrison to his shop to help him on job training.
 Mac wasn't interested - he doesn't see a need
 for Bob on the job. I discussed the matter of
 his assisting in the training of our production
 people - Clerk & Time Keeper. We stopped
 in & talked with Walter Crosby on this.
 Walter has the idea that the manager &

their assistance in the various days. Could do
 a better job preparing the necessary material
 to do this job. Called John Smith about 3:30
 & had him drive the car over - I had told
 him to put the chain on & I was glad I did.
 It was still sleeting & the streets were really
 bad. Harry had some trouble getting me
 train reservations - with the buses cancelled the
 trains were sold out. - Gee! It seemed
 foolish having the car washed - it was soon
 covered with a sheet of ice. I left the office
 about 4:30 & drove home. - Mary had called
 Mother & learned that the roads were bad in N.J.
 too. In fact Jack & Eleanor just got
 back from Newark after Mary talked with
 Mother & they said the roads were so ^{foggy} bad
 they could barely get home - Mother hadn't been
 too specific in her report on the roads so she
 called back & told Mary that we shouldn't
 attempt to drive down. After supper I drove
 over to Wilson Memorial Hospital to see
 Connie DeVente. Arnie & Ken were with
 him. The driving was really bad - The sleet
 had turned to rain - & with the water on
 the ice the going was really tough. Had a
 nice chat with Connie - he looked fairly good &

was in fine spirits - He told me about
 the cartograph they had taken of his heart.
 It had shown that his heart was very weak
 indeed - apparently his heart is weak & he
 will have to take it easy for some time.
 Annie talked most of the time - I had some
 fun teasing her about her story she had
 told Mary of Americans being housey lovers.
 Kees was busy on his house work. One of
 the men from the plant to see Connie so
 I went up on the next floor & looked up
 Charley Loveland whom I had heard was in
 the hospital. He was having trouble with
 his back - I learned he had had an opera-
 tion on his vertebrae the same as Ray
 James & had his disc removed about a year
 ago. ^{Connie gave me a big talk about having a check up at least every 2 years.}
 Left the hospital about 8:50 & drove
 home - it was raining hard & with every-
 thing still coming into use it was some bad
 going. With chains on I had no trouble getting
 in the drive house. ^{Betty called from home & said they expected me.}
 About 9:00 I called
 the station to check on what reservation I
 could get. The man told me he still had
 the two reservations on the Phila. car but that
 he couldn't hold one for me any more than he
 could for the guy who had ordered them.

WATSON HALL



BOARD OF TRUSTEES APPROVES PLANS FOR WATSON HALL

Construction of Watson Hall of International Affairs, a gift of Mr. and Mrs. Thomas J. Watson, of New York City, is expected to start soon on Lafayette College Campus.

Plans for the building have been approved by the board of trustees of the college.

It will house students from foreign countries and American students interested in foreign affairs and will be the center of international thought at the college. The students will live together, have

their own dining room and library and recreational facilities.

The building will be of Colonial design, brick construction, and will be four stories high. It will have a steeple with an international clock which will show the time in various parts of the world.

Mr. Watson, president of International Business Machines Corp., is vice-president of the Lafayette board of trustees. The purpose of his gift is to aid in the promotion of better international understanding.

I was
would
get
also
Many
Elco
11:00
Club
Boo
was
one
my
the

2/14/48 SAT

this
on to
late
had
didn't

saying, he
wouldn't
on my
couch.
The ice so
me about
on County
ever know.
The place
called today
why to get
Boo on

- but foggy
much sleep
on how
to mean I
to 5:49 &
lled me

about 6:45. Got off at the Lehigh Valley Station
in Bethlehem - had bk. in the station & then
took a taxi over town - the driver advised me to
take the limited over to Easton - I had asked him
about bus so I assumed he meant a special

WATSON HALL



BOARD OF TRUSTEES APPROVES PLANS FOR WATSON HALL

Construction of Watson Hall of International Affairs, a gift of Mr. and Mrs. Thomas J. Watson, of New York City, is expected to start soon on Lafayette College Campus.

Plans for the building have been approved by the board of trustees of the college.

• It will house students from foreign countries and American students interested in foreign affairs and will be the center of international thought at the college. The students will live together, have

their own dining room and library and recreational facilities.

The building will be of Colonial design, brick construction, and will be four stories high. It will have a steeple with an international clock which will show the time in various parts of the world.

Mr. Watson, president of International Business Machines Corp., is vice-president of the Lafayette board of trustees. The purpose of his gift is to aid in the promotion of better international understanding.

The present Legislative Council of our State

I was able finally to talk him into saying he would hold one for me. — I knew I wouldn't get much sleep so I took about an hour nap & also took a sundown treatment on the couch. Many didn't want to venture out on the ice so I called a Taxi about 10:30. He came about 11:00 — how he ever got up the hill on County Club Road without chains I shall never know. Got over to the station about 11:30 & the place was crowded — with all the buses cancelled today one was going by train. I was sure lucky to get my reservation & a lower berth in that. Got on the car 4/5 & turned in about 12:15.

2/14/48 SATURDAY:

A nice bright day in Easton - but foggy this morning in Bethlehem. Didn't get much sleep on the train last night - because it was so late this morning getting into Bethlehem which meant I had another hour to sleep. We were due in at 5:49 & didn't get in until 7:10. The porter called me about 6:45. Got off at the Lehigh Valley Station in Bethlehem - had bk. in the station & then took a taxi over town - the driver advised me to take the limited over to Easton - I had asked him about beer so I assumed he meant a special

bus - so I was really surprised when he pulled
 up beside an old trolley car & said this is the
 limiter. I thought I might as well try it so
 I got on. It sure was a ratty old car - the leather
 on the seats was all torn & full of holes. I guess it
 was the same old car they used back in 1933 when I
 was in college - it sort of brought back old times to
 ride on it again. It rode very comfortably - I was
 surprised. I learned the limiter just referred to the
 stop - it only stopped when signs had been
 posted saying LIMITED STOP. Got into Easton
 circle about 8:30 & took a bus up College
 Hill & got off at the Thetaki House. I hadn't
 been back to the house to meet any of the boys
 for years so I didn't know any of the boys. I found
 several fellows, most of them pledges, having break-
 fast so I joined them & introduced myself. Had
 a cup of coffee. John Dillon a past president
 of the house came in & I met him. Talked with
 he & Tom for a while. At 9:30 I
 called Dr. Whitelaw's office. Betty had told
 Mary on the phone that she & Ken would be there at
 the dentist's office from 9:30 to 12:00. - Betty was in
 the dentist's chair. I talked with Ken - he said
 he had Buddy in his arm. - They had to be
 back home at 2:00 so I couldn't get a ride

with them. I also called Joe Bell's office & learned that only one of the six members of the class of '33 whom we asked to come had indicated they would be there & that was Sheldon Smolze from Ridgewood N.Y. I talked to John & Tom for awhile - Tom showed me thru the house - I had never seen all thru the new house - it is much larger than the old one - houses 26 fellows. I took a couple pictures of the house as I left & also had Tom take a picture of Jack & myself. I walked across the campus to ~~Spaulding~~^{Lytle} Hall about 10:30 - registered for the meeting. It was about 11:15 before we got under way with the meeting. Joe Bell introduced me to Sumner Babcock '24, President of the General Alumni Assoc. - Sheldon didn't arrive until the meeting was well under way. - Sumner Babcock presided at the meeting. John Schlegel, College Treasurer talked to us first on the financial status of the college. Then Dr. Tate, Director of Admission - spoke to us on the matter of prospective students - he predicted the college would level off at about a 1500 student body in a couple of years. It is now 1300 but is too large. The last speaker of the morning session was Geo. Wilson a member of the Student Body & Chairman of Student Council, class of '48. He did a swell job of giving us a picture of what is in the mind of the present student body. At 12:30 we adjourned &

walked across campus to Hogg (Brainerd) Hall for the lecture. Dr. Hutchinson joined us & was our luncheon speaker. He talked on the reports made to the President by the Committee on Education & told us how in 1844 near the death of many of the private colleges. Some of the facts he told us were rather startling. About 1:45 - I called Herbert in Eastern Hall - told him it would be about 4:30 before I would be out of the meeting. Walked back to ~~Hogg~~^{Kelly} Hall with Sumner Babcock. We could see where the recent ice storm had damaged many of the trees on the campus. I had Joe Bell take a picture of Sheldon & me. Had a chance to talk with Dr. Tate & also Dr. Hutchinson about Herbert & mentioned his salary of 75. They both agreed it was low for the first term. Dr. H. told me they planned to start building Watson Hall in the spring. I saw a picture of the Architect's Draw. I'm in the current issue of 'The Lafayette'. The afternoon session was quite sorry - Dean Allen, Dean of the Faculty spoke - then Wayne Dunbar '35 general chairman of the Alumni Fund Drive & then Joe Bell gave us all some of the details of how to carry out the job of the '48 campaign. The meeting went on till about 4:30 - I stayed for a few minutes of the reception to say hello to some of my

old professor - Dr. King, Prof Fernald, Larry Conover & Bill
Watt. Also spoke to Dr. Hutchinson again. When I left about 4:15
I discovered some one had taken my hat & I had to take the
only Hamburg left - it was just my size so I knew whoever it
belonged to had taken mine - so I just took it. I walked on over
to Easton Hall & then called Joe Bell back - told him what had
happened so he would know if some one called back. Had a nice
chat with Herb. About 5:15 Herb & I walked across Campus to
the Theta Xi House - I got my suit case & then we took a bus
down town - walked a couple of blocks to the Greyhound Bus Terminal
& learned I couldn't buy a ticket to Lebanon - Herb helped me
carry the bag & we walked on over to the Bus Terminal in the
Terminal Hotel next to the Easton Hotel - bought a ticket for the
7:15 bus & then did some shopping - bought a tie clamp & a box of
candy for Betty. Herb & I went in the Easton Hotel Coffee Shop for
dinner. Had a swell meal. Herb waited with me in the
bus terminal until bus time. I had a chance to really get
acquainted with Herb. He thinks he can raise his average to
85 next term. He is interested in going into Agricultural
Engineering - it is a new field & I believe it might be a
really good one. Our line with this he is hoping to get a job
with the State Game & Fish Organization for the summer. I
think this is a good idea. - The bus was a bit late - about
7:25. I got off at Mother V's - she, Jack & Eleanor were sur-
prised to see me. Had a nice visit with them - Jack & E. were
going out to a party so they drove me on down to Dad's.
I was surprised to see Dad's drive so bad. It's really
was a mess. I had never seen the snow piled so high.
Dad had gotten a bull dozer to plow it out. It was
nice seeing Dad, Betty & Run again - almost 3 months since
I had been down. We sat & talked for ever so long. Had
a lot of news to exchange. Showed Dad & Run the
model circus wagon I was building. Went to bed about
11:00. - Betty even let me use her & Run's room.



I'd Rather Be Right

By Samuel Grafton

The International Business Machines Corporation has devised a new electronic calculator which solves problems faster than mathematicians can think them up. You crack your head for two or three years, formulating a problem, and I. B. M.'s new calculator spits out the answer in a couple of seconds, and then waits for more, sneering electronically while you try to compose yourself.

Well, I guess that's solved. But for some reason I find I. B. M.'s new gadget, with its 12,500 vacuum tubes, operated from a console like an organ, vaguely alarming. It seems too much like a symbol of our time, geared for producing the most precise and beautifully-tooled answers to questions which nobody knows quite how to formulate. Don't look now, but is that machine simpering? It seems to wear a smirk a room wide, challenging our age to ask it something. And we are like the man who after many weary adventures has finally come before the sibyl, only to find he doesn't seem to remember what it was he wanted to know.

The Answer Machine

Maybe what we need is a machine that will ask intelligent questions. I. B. M.'s apparatus, right now, is working out the exact position of the moon for every six hours through a period of 200 years. In doing so it solves, every seven minutes, an equation which would take 300 pages to print. But surely doubt about the precise position of the moon is not the anxiety which keeps the world awake these nights, and tossing.

And our age, after all, is rich in answers that don't seem to help us very much. Four is the sum of two and two, and D.D.T. for bugs, and universal military training . . . for what? Almost everybody says universal military training is the answer, but what question does it answer?

While the Apparatus Waits

Come, I. B. M., don't you have an attachment that will allow us to feed an answer into your machine, so that we can see whether an accurate question comes out?

Universal military training is perhaps the answer to: How can we protect ourselves against sudden attack? But somewhere, back of that, must be another question, having to do with how we managed to get into a situation involving fear of attack, and how the people of this world can arrange to live as friends and brothers, a big uneasy question, very hard to formulate, and embarrassing to wrestle with, while the speedy answer machines of our age lounge and wait.

It's Still Hand Work

Let's make a military union of all the nations of this world which hate Russia. Well, that's an answer. But what was the question? How to make peace? No, that can't quite be it. We are overwhelmed and swamped by answers, fired at us in two seconds or seven minutes, but the process of framing a proper question has not been speeded up at all.

And so we shudder, longing for peace, but not knowing even how to ask for it, until finally, in quiet desperation, we beg the answer machine to tell us where is fancy bred, or in the heart or in the head, or how does the moon stand? It is not what we want to know, exactly, but it is the best we can frame up to keep the apparatus busy. It is a wonderful roomful of machinery at I. B. M., and it is a great thing to have it dedicated, as it has been, to science, but it only underscores the pity that questions still have to be evolved unelectronically, in heart and mind, and set down painfully by hand.

